Payoff!

Workplace Programs For Health

Payoff!

1. Options a

Workplace Programs For Health

Lifelines
Action Programs for Healthy Living
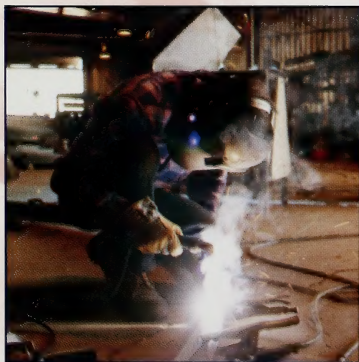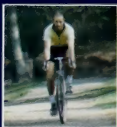
Payoff!

1. Options and Choices

Lifelines
Action Programs for Healthy Living

1. Options and Choices

AADAC

Alberta Alcohol and Drug Abuse Commission
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Foreword

Payoff! Workplace Programs for Health has been developed to provide an easily accessible body of information on employee assistance programming for a variety of organizations and businesses in the community. In researching the EAP field, a bewildering diversity of programs and issues led us to a number of generalizations.

There are no perfect models upon which all programs should be based. Rather, the best programs are those that meet the needs of the parties concerned. This helps to explain the variety of programs that exist. It also highlights the need for the program to be based on, and sensitive to, the values, needs and wishes of the organization, the workers, the families and communities.

Some of you may look at this resource and say, "This is not complete. You haven't answered all our questions." It is likely, however, that some of the hard questions require *your* input. What we have done is provide you with a track that will lead you to some difficult questions. Your program will benefit from the work *you* put into it.

EAPs, like most things, can be regarded as very complex on one hand and conceptually quite simple on the other. This basic irony is useful to keep in mind while sorting through the many details as you establish or update a program. The objective is to create a situation which encourages the health and functioning of the individual to the benefit of all concerned.

Our definition of health is changing. We are beginning to recognize health as a resource that enhances our ability to work, just as it contributes to all other areas of life. We see health as dynamic. It is influenced by our personal circumstances and values and our social, economic and physical environments. Individuals can choose to increase control over their own health. People do affect their own health, and they are more likely to do so when they have support from people around them. Unions and employers can be a part of that support.

AADAC is very grateful to the various people who have helped in this project: staff who have participated on the committees, production and design staff, printers, photographers and typesetters, but particularly to the EAP supporters and practitioners who have provided information in the research and development phase and feedback to drafts. There is tremendous commitment to Employee Assistance Programming among these people and a generosity of spirit which makes them an excellent resource to those developing programs or updating existing programs.

Payoff! Workplace Programs for Health

The Purpose of This Kit

These materials deal with **Employee Assistance Programs** (EAPs). They support people who seek assistance on their own initiative, as well as people who are encouraged to get help when their work performance has suffered. The major purposes of **Payoff!** are:

- **to equip people with the tools they need to set up and maintain an EAP**

- **to encourage moving beyond intervention, to activities that promote health**. These activities include practical ideas for education and involvement with health promotion.

Alcohol and Other Drugs

Historically, most employee assistance programs focused on dependence on alcohol and other drugs. Many people feel these are still the most pressing behavioural health problems in the workplace. Alcohol and drug problems are usually part of a wider picture of health concerns.

Payoff! addresses responses to these problems and challenges the user to consider broader health issues.

This Kit Is for You

This kit is intended for:

- managers
- union executives and representatives
- human resources/personnel departments
- employee health departments
- professional association executives
- EAP personnel
- EAP consultants

This Kit Is from AADAC

AADAC is the Alberta Alcohol and Drug Abuse Commission. AADAC has been involved in workplace programs for many years. As an organization, AADAC is also known as a leader in the provision of care to individuals and families affected by alcohol and other drug problems, and as an innovator in prevention efforts.

AADAC's role in promoting health in the workplace is:

- to promote interest in employee assistance programs and prevention activities in the workplace

- to provide expert consultation on alcohol and other drug problems

- to encourage organizations to develop programs using their own expertise and/or the assistance of consultants

- to provide quality treatment to clients referred through employee assistance programs

- to provide additional help in program setup and operation to organizations which do not have access to adequate resources because of size or location

How to Use Payoff!

Payoff! provides the means to establish and run an effective employee assistance program, as well as related education and prevention activities.

The materials encourage full participation of unions where the company employs organized labour.

Payoff! is divided into major sections so you have ready access to topics of interest. It will help you:

- clarify goals
- prepare a solid base of support
- plan and carry out the specific tasks needed to implement the program
- undertake health promotion activities
- choose strategies to promote the program
- develop orientation and training strategies
- identify other community resources
- choose evaluation components
- provide addictions information

Choosing Your Options

Employee assistance programs began in response to alcohol abuse in the workplace. The basic concept remains unchanged: employers need ways to assist individuals when problems like alcohol abuse affect job performance. The achievements made with alcohol problems have encouraged broader approaches. As a result, EAPs now include a wide spectrum of activities that maintain traditional approaches but add a growing list of options.

Key ideas in the current EAP picture include:

- expanding the range of problems addressed
- placing more emphasis on early intervention and encouraging individuals to seek help on a voluntary basis
- recognizing the partnership of union and management
- adding elements for education, prevention and health promotion
- extending services to family members
- adapting programs to suit the special needs of professional organizations and smaller businesses

Areas for Action

Encouraging the health and safety of all employees, as well as helping troubled employees, has payoffs. It is good for business and good for people. Major benefits include:

- improved job performance
- more effective supervisory systems
- improved employee morale and productivity
- greater awareness of issues affecting the workplace
- changing attitudes toward personal responsibility for lifestyle and health

Employee Assistance Policy

The major choices that have to be made in developing policy for troubled employees are:

- Who will be responsible for running the program: union, management, joint union/management committee?

- What problem areas will be covered: alcohol dependence, other drug dependence, a broad range of behavioural health problems?

- To what degree will self referral be emphasized compared to supervisory referral at the point of a performance problem?

- Who will be eligible for assistance (employee or member, family) and how far will the organization go in providing and paying for professional care?

Educational Activities

Adding educational activities to your EAP can not only help to sustain interest in your program, but also provide useful health and lifestyle information to all employees in your workplace. An educational component can give individuals the insight they need to act on their own behalf.

Educational activities require planning, cooperation, time commitment and, most importantly, access to good resources. Depending on your objectives, however, many activities can be both effective and easy to arrange.

The major choices you will have to make in planning the educational elements of your program include:

- What areas of health will be dealt with in your educational activities: alcohol and other drugs; topics underlying drug abuse prevention; fundamentals of health and self care; specific topics such as stress management, nutrition, fitness, family health?

- Who will be your target audiences: employees, members, sub-contractors, family members?

- What level of resources are appropriate for educational activities?

Involvement Activities

Getting people involved in activities related to health goes one step further than education. It gives them an additional way to learn about the significance of health issues and helps them make changes in their health practices. Involvement can mean talking to other people or learning new skills like time management and relaxation. It can mean trying out a home nutrition and fitness program, or planning a staff party with strategies that reduce impaired driving. The possibilities are endless, and many of them can be organized easily with assistance from community agencies. In many cases the EAP may be only one of the sponsors of this kind of activity as groups like the social club, newsletter staff, health department, fitness and sports clubs also participate.

These are the major choices you will have to make to give people a chance to get involved with promoting health:

- Around what topics or issues would you want to structure activities?

- How much time and energy would you be willing to devote to organizing projects?

- What other groups would you like to work with on these activities?

Booklets 2 - 5 of **Payoff!** *have been prepared as guides for those interested in establishing an EAP policy. They will also be useful to those who would like to further develop or revitalize an existing program.*

Booklet 6 discusses the inclusion of educational activities in your program and lists some strategies that may be useful.

Booklet 6 suggests involvement activities that may be of interest to people in your workplace.

Shaping Your Program

Whether you are starting up a new program or trying to rejuvenate an EAP that has been around for a while, it can be a good idea to try to visualize the kind of program you would like to see in your organization. Maybe this is something you have thought about a great deal, or maybe it is a fairly new idea and you feel there are still too many questions to answer. Even if you don't have all the answers, sketching out the kind of program you would like helps you to see the things you feel are important. Putting your ideas on paper makes things more concrete. What elements would you like to see? What elements would the organization likely support?

To sketch out your ideas, try using the following checklist. Indicate what you would establish as the core of the program. What other elements or options should be included?

You will find it interesting to sketch out a program now, then refer to it later as your ideas develop and change. Sometime down the road you may want to take out the checklist and reshape your view of the program based on the experience you have gained and a new sense of future possibilities.

Options for Action on Health

The program you design for your organization will be unique. It will fit your own set of needs and circumstances. All of the new elements listed here have been developed by organizations with EAP experience.

The following list is a guide to some of the possibilities you can choose. They reflect:

- the core or central focus of the program
- the options that will be included in the program

Your Employee Assistance Program

- Employee Assistance Services (for troubled employees)

Access to service

_____ by permanent employees
_____ by part-time employees
_____ by temporary employees
_____ by family members

Services offered

_____ assessment
_____ referral to treatment
_____ treatment
_____ re-entry, support, follow-up

Referral to the program

_____ self referral
_____ indirect referral: supervisor informally provides information about program
_____ supervisor referral due to deteriorated performance
_____ both self and supervisor referral

Subjects of concern

_____ alcohol abuse
_____ other drug abuse
_____ financial management
_____ personal problems
_____ other (specify):_____

- Educational Activities (for all employees)

_____ drug information
_____ drug and lifestyle information
_____ health information

- Involvement Activities (for all employees)

_____ encouragement of fitness and health activities
_____ support of community programs
_____ other (specify):_____

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User Input

Once you have had a chance to review the materials and try some of the suggestions, we would like to hear from you. Your programs are shaping the future in employee assistance programming. In what direction are you moving? What do you do to stay on track?

Your suggestions for improving these materials, as well as your thoughts on EAPs generally, are welcomed and will be passed on for consideration in revisions of this resource package.

Send to: AADAC Provincial Programs
            7th floor, 10909 Jasper Avenue
            Edmonton, Alberta
            T5J 3M9
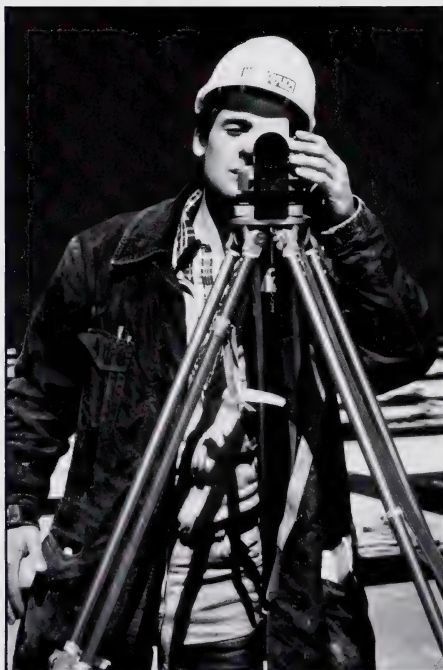
Payoff!

2. Background to Employee Assistance Programs

Lifelines
Action Programs for Healthy Living

2. Background to Employee Assistance Programs

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Evolution of EAP

EAP stands for Employee Assistance Program, one of many names for a broad spectrum of programs designed to help employees in the workplace.

Methods for helping employees have evolved over the last 50 years. Programs were begun in the late 1930s when concern was focused on alcoholism among employees. Over the years the focus of programs broadened and services were provided for a range of health and behavioural problems.

The early efforts to identify alcoholics and confront them about their drinking were often feared by the employees, and disliked by the unions. The emphasis later shifted to focus on identifying declining job performance. As the stigma related to alcoholism and other employee problems decreased and as business leaders developed an understanding of the effect of personal issues on job performance, more programs were adopted. By the late 1970s and 1980s, programs had expanded to include more than half of Fortune 500 companies (Wrich 1980).

EAPs continue to evolve as individuals are encouraged to take responsibility for their health. By offering employees a confidential source of help, and by promoting self referral, many EAPs help employees manage personal difficulties before their job performance is adversely affected. EAPs also actively encourage good health and healthy work environments, for all employees, through support of education and prevention programs.

Increasingly, EAPs encourage individuals to take control of their lives and take responsibility for their health. Some programs promote activities to develop a healthy work environment. Some address personal and health problems. Others maintain a focus on alcohol and drug dependence. Each EAP is by necessity unique, to fit the needs and resources of each organization, but all EAPs share common goals:

- to provide a resource that encourages individuals to take early action on situations where personal problems are causing distress

- to identify employees whose personal or health problems may be interfering with job performance

- to motivate those individuals to accept appropriate help

- to provide support and encouragement during and after the treatment period

- to improve the health of employees in the workplace through prevention, education and assessment strategies

Benefits to Management

Companies adopt EAPs for a number of reasons. Some are humanitarian, some are economic, and some are good personnel management.

Healthy Work Environments

Employers who value a stable workforce put effort and investment into the training and development of their employees. Supporting health in the work setting and extending support when an employee may be experiencing problems originating at home or at work promote:
- morale
- productivity
- healthy employees

Labour Relations

Employee assistance programs promote good labour relations in several ways:

- They show a concern about the well being of employees.

- They help clarify issues. Policies are designed to fit existing policy and to prevent those involved from working at cross-purposes when problems arise.

- They specify procedures. Troubled employees are treated equally and fairly. Checks and balances to protect the interests of both management and labour are part of the program.

- They clearly delegate responsibility for dealing with troubled employees.

Public Relations

There is increasing recognition of corporate social responsibility among companies. This concept charges business leaders with responsibility to the shareholders, the employees, the customers and the community. EAP is one way to help fulfill that responsibility. Employee assistance programs are concrete evidence of an organization caring about people. Companies with EAPs demonstrate their participation in a larger trend in our society that promotes good health practices.

Financial Considerations

There are significant costs related to having poorly-functioning employees on the payroll. Costs may include:

- disability payouts
- disruption of schedule
- early retirement
- accidents
- increased error
- low morale
- time in grievances
- retraining new employees
- damage to equipment
- loss due to bad judgment
- lost productivity

Costs to run an EAP could include:

- internal liaison person (may be part-time depending on the size of the organization)
- assessment and referral services
- administrative costs
- training time
- promotional materials
- evaluation costs

The program costs are dependent on many variables–size of organization, goals of program, etc. These costs may be recovered through improved job performance of employees helped by the program and through lower staff turnover. There are also cost savings from the prevention of, and early intervention in, problems in the workplace.

Risk Management

An EAP is a possible strategy in an organization's risk management plan. If troubled employees in key positions can be identified and helped, costly and sometimes fatal mistakes can be avoided.

Benefits to Labour

Well Being of Members

The EAP supports the well being of members by offering strategies to develop healthy work environments and to maintain a healthy workforce. It encourages early action on personal problems through self-referral services.

The EAP also promotes the return to health by troubled employees. It allows time and resources for members to get help for problems that may affect their job. Accidents resulting in injury may be avoided if troubled employees receive help before their problems interfere with their jobs. Workers in good physical and mental health are more likely to work efficiently together.

Labour Relations

Employee assistance programming is an alternate way to solve labour problems arising from poor job performance due to personal problems. The time and effort associated with grievances can be reduced. The policies and procedures incorporate the interests of both management and union to ensure that troubled employees will be treated equally and fairly.

The joint labour-management approach creates a team, which permits attainment of common goals outside the adversarial context.

Public Relations

The successful EAP demonstrates to both members and public that the well being of members at the worksite is a sincere concern of the union. It also says to the public and to members that unions take pride in the work they do.

Peer Support

Members of the union can help each other with personal problems that are part of the work day. Those who are already seen as helpful can be trained to help fellow members by means of intervention and education.

Issues to Consider
Starting Out:

What EAPs Can and Cannot Do

EAPs cannot, and should not, be expected to take care of all problems in the workplace.

EAPs can...	EAPs cannot...
...promote a healthy work-force by providing information and encouraging healthy activities	...take care of all problems in the workplace
...provide an option of self referral before performance suffers	....compensate for poor recruiting, poor supervision, lack of training or competence
...respond to performance problems and offer support while the problem is being managed	

It is important for EAPs to adhere to their overall objectives and not be a catch-all for other organizational problems.

Often an EAP is established to give the company another option, in addition to practices that are in place, for dealing with troubled employees. The organization will still have to work with the troubled employee, but the well-designed and well-executed EAP will make the effort more effective.

Types of EAPs

Successful EAPs are designed to fit the individual needs of organizations. All EAPs include assessment and referral to treatment services. Current approaches can be grouped.

Alcohol and Drug Programs
Broadbrush Programs
Education and Prevention Programs

It is important to remember that you can design your own EAP, choosing from each type the features that best suit your organization's needs.

Alcohol and Drug Programs

The alcohol and drug program identifies poor work performance which may be related to alcohol or drug abuse.

Poor job performance gives supervisors the opportunity to confront the troubled employee. The troubled employee is offered access to assessment and, possibly, treatment. The employee is told that continued poor performance will lead to disciplinary action. This reality is used to motivate the employee to act.

Most drug and alcohol abuse programs also provide for self referral to the EAP. Individuals are encouraged to use the EAP to get help for themselves before job performance is affected. The earlier action is taken to correct a possible dependence problem, the greater the probability of success. Self referral allows for early action. To the company, self referrals are anonymous and confidentiality is maintained.

Broadbrush Programs

Broadbrush programs are similar to alcohol and drug programs but deal with a wide range of behavioural problems that impair performance. These may include family and marriage problems, financial difficulties, stress, etc. Reasons for choosing this wider approach include:

- Management and labour support the approach used in alcohol and drug programs but consider such programs too narrow.

- Alcohol and drug programs tend to have lower self referral rates than broadbrush programs. Many employees come forward with other problems, and the alcohol/drug factor is identified in assessment.

- Factors apart from alcohol and drug abuse can impair job performance.

- It supports the assumption that supervisors do not assess a problem beyond work performance.

Education and Prevention Programs

Education and prevention programs have the basic EAP elements of assessment and referral, but they also aim at improving the quality of work life and the health of workers. The goal is to have healthy individuals working in healthy, supportive environments.

The basic premise is that activities that help to prevent problems and promote health lead to fewer problems, higher morale and improved performance.
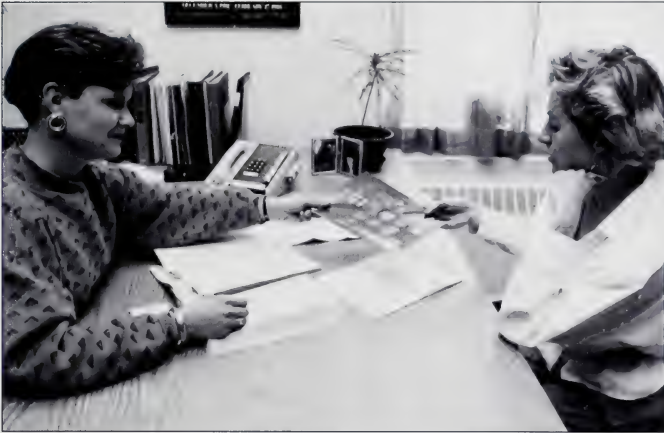
Labour and Management Working Together

Need for Partnership

A partnership between labour and management facilitates the employee assistance program in significant ways:

- The credibility of the EAP is greater when labour has a role in developing and running the program.
- The company and the union share the responsibility for the well being of the employee/member.
- Employees must take personal responsibility for their own well being.
- Confidentiality is enhanced.
- Policy and procedures are more widely disseminated in the workplace.
- More people receive training.
- It recognizes that troubled individuals may come from any rank or position.

The partnership of management and labour is more effective than either group working alone.

The Joint Labour-Management Committee

An effective approach to planning and implementing a program is to set up a joint labour-management committee. A committee that represents the interested parties can serve as an advisory body in the planning stages. The same or a different committee oversees the operation of the program on a formal basis.

Role of the Union

Participating in Planning and Development

Many union leaders recognize the value of EAPs. They acknowledge that they reduce grievances, preserve jobs and help members achieve healthier and more productive work lives.

In participating in the planning and development of the EAP, the union representatives ensure that the members' interests are addressed. These interests commonly are:

- The employee's job security or promotion opportunities are not jeopardized by a request for referral and treatment.

- The issue of job performance alone is the focus of workplace interviews.

- The records are confidential.

- Employees using the EAP may still use medical or other options that are in place.

- The policy is administered equally and consistently to all personnel.

- There will be close cooperation between the shop stewards and supervisors, with the welfare of the worker the major objective.

- There is recognition of alcohol and drug dependence as treatable conditions.

- Members will be made aware of all the elements of policy and program of the EAP.

- Shop steward training will be provided.

- The work environment is healthy and safe.

- Opportunities for self referral are enhanced through the use of trained referral people.

Shop Stewards

Shop stewards can work closely with supervisors to develop strategies to make the workplace healthier for all employees. They can also assist in motivating the troubled employee to seek help. If shop stewards are to assume this responsibility they should have equal knowledge and skills and should, therefore, receive orientation and training similar to that given to supervisors.

The Use of Volunteers to Assist in Referrals

The union may want to select a group of volunteers to develop strategies to make the workplace healthier. Some volunteers may be part of a peer assistance component. Members should be regarded as helpful and trustworthy people. They would be trained to recognize the signs of possible problems among fellow members and to meet with the troubled member and offer help via EAP.

There are gains in EAP and, interestingly enough, the gains in the cooperative approach to Employee Assistance Programs are about equal for employees and management. But in terms of personal satisfaction, you may be saving a life. You may be saving a career. You may be saving a family. Certainly, at the very least, you may be saving an individual.

R.C. (Reg) Basken
President, Energy and Chemical Workers Union

The Workings of Joint Committees

The dynamics of joint committees are complex. The following interview with Jim Stimson of MacMillan Bloedel provides insights into a number of important issues related to joint committees.

Jim refers to Employee and Family Assistance Programs (EFAPs). He comments on this concept in the interview.

What does the committee do?

Stimson: The committee runs the program. Members are responsible for developing an annual calendar of educational/awareness activities that include everything from the training of representatives to the orientation of shop stewards, supervisors, safety reps, and awareness and outreach programs for families and retirees.

The joint committee is responsible for how the program is administered locally. They are responsible for whoever contracts to do the assessment, referral and follow-up of clients. That person, that company or that society–it varies–is directly accountable for delivery of service to the joint EFAP committee that they serve. They are not responsible to management or the union–they are responsible to that committee.

Does this model apply to union and non-union situations?

Stimson: We design the same model of programming in our union and non-union operations. MacMillan Bloedel has some 40 separate operations in British Columbia alone. Head office has more than 500 people who are non-union. Our head office model operates on the same model as our large union operations. There is a committee here in head office that administers the program made up of employees from different departments, including representatives who have access to decision making.

How do you select the committee?

Stimson: We have a very specific route in the selection of the committee. It isn't a sophisticated route. It is a very collaborative route. Experience has shown us that, if the committee is overly comprised of people who are in more senior positions in labour and management, it can become just another activity that they carry, and the program will rise and fall as their priorities rise and diminish.

What information does the committee need?

Stimson: We have developed, through our corporate communications and information systems and services department, a computer program for the assessment and referral service unit which provides each of the joint EFAP committees with information on the nature and types of problems they may be dealing with, the number of family members, the number of teenagers, etc. We are always working in worksites and communities which have quite different personal stresses or problems. The committee uses this statistical information to adjust or change the educational program for their worksite, families, community. Otherwise, they can't meet the needs.

They must be familiar with the present and changing labour relations climate of the work environment. These are trust issues. They must be aware of all the health benefits available through the organization and how some of the benefits change or need to be changed over time. They need to be aware of the particular community they live in, whether it's Hinton or Edmonton. They need to know what's happening in that community from a community perspective.

How do these committees develop over time?

Stimson: We start off with a joint Committee of Concern. This committee is a design/development committee. The joint EFAP committee is the ongoing administrative/maintenance committee. We believe that it is necessary from a developmental process to have the design committee made up of a larger group of people who represent more senior levels of labour and management decision making. Once that committee has carved out the territory, laid out the guidelines, it disbands.

Out of its work, and predominantly out of its membership and out of its recommendations, comes the smaller, permanent EFAP committee.

This is how all our programs begin. The EFAP committee and the EFAP reps participate in a three-day training program. Also established is an Education Awareness Subcommittee made up of at least one EFAP committee member and EFAP rep(s). This committee develops and maintains an annual action plan for education and awareness activities along with a budget. The EFAP committee approves the plan and then gives the plan back to the subcommittee with a cattle prod and says, "Now, push us along."

Our experience is that this mechanism keeps the activities and the action plan moving on a scheduled and planned basis. Otherwise, it becomes a knee-jerk reaction, a response-oriented process. And, if that is all it is, the EFAP is not moving toward early intervention and prevention goals.

The annual calendar includes the training for the reps as well as orientation sessions for shop stewards, supervisors and safety reps, and at least two mailouts to the families. One of our divisions has developed a family message board with emergency phone numbers and the contact number for the EFAP. Other community-specific issues are also related to families.

Further Information

This booklet has provided a summary of key background information on employee assistance programs. If you require further information, you may wish to examine the list of readings included in **Booklet 1: Options and Choices**, or consult one or more of the following people:

- a representative of AADAC or another addictions agency
- an EAP consultant
- an EAP coordinator in another organization

Payoff!

3. Getting Started

Lifelines
Action Programs for Healthy Living

3. Getting Started

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Introduction

As your organization considers what to include in your employee assistance program you may select activities from several options. You may consider:

- ways to enhance the health and safety of all employees in your workplace

- educational and involvement activities which promote health to your employees

- the development of policy which provides access for troubled employees to assessment, referral and treatment services

Getting Started provides practical steps to establishing an employee assistance program policy. Management and labour use the written policy to communicate the basics of the employee assistance program to all personnel. The policy also outlines the implementation and access to the program.

Advantages of a Written Policy

To the Organization

- Employees know what the policy is and how they may gain access to it.
- Supervisors are more likely to use clearly-stated procedures when faced with an employee's deteriorating performance.
- The written policy acknowledges the company's commitment to the program.
- Managers are confident about intervening when they are backed up by written policy.

To Individuals

- The policy spells out procedures and therefore encourages consistent opportunities for assistance to all employees.
- The program is widely known as it is articulated through the policy to key employees.
- Co-workers are more likely to suggest the program to a troubled employee.
- Employees have more trust in programs with written policies.

To Unions

- Unions know about and support the efforts on behalf of the employees.
- The policy brings management and labour together to speak with one voice about the issues.

Steps to Establish an EAP Policy

The following steps describe the experience of many organizations which have established policies. The steps do not necessarily follow neatly from one to the other. The specific circumstances of your organization will alter the steps as well. The steps are provided to give you a sense of direction and to help you identify some of the milestones along the way.

Step 1: Gain an Interest in EAP Policy

Initial interest in establishing an EAP policy can come from anywhere in the organization. It can be the result of an accident or crisis with an employee. Interest may result from a presentation by a health nurse or a consultant from an addictions agency. Action may stem from the awareness that the organization could do something before a problem arises. The labour movement has been very supportive of EAP initiatives. The leadership initiating EAP can and does come from many sectors.

When one or a few people become interested in EAP they can gather more information about programs. They may begin to talk to people in the organization to see if others are interested as well. This informal communication is useful in assessing support for the idea and in developing some understanding.

There are some key people whose support can further the interest in establishing a policy. The health office and the personnel office will have some background in the area because EAP policy is an integral part of their fields. Management will have to approve the program eventually, but there may be some who have an interest already. In fact, it is often the case that interest in EAP policy begins with supervisory and management staff and, very often, with unions.

Appendix 1: Program Development and Implementation Checklist provides an overview of the activities commonly carried out in setting up a program. It will also help to set timelines and assign responsibilities to various people.

Appendix 2: Consultants explain what services consultants can provide. Consultants working in the area of employee assistance or alcohol and drug dependency usually have specific training and experience in establishing and monitoring EAPs. A good consultant, engaged early, can be very helpful to:

- assist in the design of the program by providing information and insight into issues requiring attention

- assist in a survey and assessment of the organization and program needs and resources

- identify strategies to gain approval for the program

- provide useful resources for training, publicity, etc.

Beyond the program development stage, consultants can:

- be an independent monitor of program effectiveness and efficiency, providing constructive feedback as well as encouragement

- offer program development, ongoing maintenance, intervention, and referral services to organizations

- provide additional services

Step 2: Gather Information and Determine Needs

A perspective on your organization, a survey of organizational needs and a review of available community resources are useful in planning. Gathering the following information will help you determine your needs and issues in developing an EAP policy.

Data and Information About Your Group or Company

- Describe your organization (private corporation, federal government, national union, etc.). Other similar organizations are usually willing to share their experiences and policies with you.

- What is the management structure (centralized, divisions, services, etc.)? This helps you identify who may be interested in developing a policy and who has to approve the policy and the expenditure of funds associated with the program.

- Describe the work done by the organization. How is performance measured and monitored? The systems to monitor performance are the key to supervisors referring employees to the program.

- Consider employer-employee relations. Are there any unions? Will any aspect of the program be affected by current collective agreements? Has the relationship between management and union been cooperative in the past? Cooperation between the union and the employer is important in planning and implementing an EAP.

- Gather information on rates of absenteeism, turnover, accidents, grievances and disciplinary actions. This can help to demonstrate the need for establishing a policy and, later, the information may suggest improvement in the situation.

- Review existing policies and procedures on:
  - absenteeism
  - lateness
  - reprimand/suspension/discharge
  - standards of performance
  - performance evaluation procedures
  - confidentiality of employee files
  - employee benefits, sick leave, vacation, disability pay
  - employee/management bargaining agreements
  - job security

  This information may influence the development and implementation of the policy.

- Identify internal resources:
  - human resources manager
  - medical service
  - legal and financial services
  - training staff
  - program evaluator
  - labour relations department
  - publicity (newsletter, house magazine)

  These people will be valuable in orientation, training and communication about the program.

- Consider current or past efforts at employee assistance. How are employee problems normally handled? How will present practices be integrated with the EAP?

Staff Concerns and Needs

Determine the concerns and perceived needs of the personnel. This can be done by talking informally, by structuring discussions, or by conducting a survey.

Appendix 3: EAP Employee Questionnaire is a sample staff survey. This can be adapted to the specific needs of your organization.

Community and Other Resources

The program you design will depend on the needs of the organization and also on the services and resources available in your community. A survey of these resources is useful in planning the program. Services in the following areas are a good base:

- problem drinking and drug abuse
- problems in the family
- mental health problems
- financial problems
- suicide

There are a number of sources for this information. Many communities have social service information and referral directories. Local, provincial and federal governments offer various services. The telephone directory will provide a number of leads.

Appendix 4: Agency Information provides a suggested contact sheet for information and services offered by agencies.

Step 3: Develop Support Within the Organization

During the initial stages of program development, there are three groups from which you must gain support: executive management/board of directors, labour representatives and supervisors.

You will want to provide information about the concept of EAP, some sense of the role the groups can play and how they can support the program. From executive management and board of directors you will eventually need solid commitment to the program. They will have to agree to the policy statement, as well as provide financial resources and organizational support for the program. The union has a role in the development and ongoing support of the program. Supervisors are central to the program's success. To obtain the support of supervisors, some of the following incentives can be used:

- a clear directive from executive management supporting the program
- answers as to how the program will affect the details of their work
- a clear explanation of the supervisor's involvement in the process
- placing the program into normal supervisory procedure
- a strategy for dealing with difficult supervisory situations

All people who are affected by the program should have the opportunity for input. This can be achieved by making presentations at meetings where questions are answered, by talking informally to key influencers in the organization, and by inviting people to raise issues and concerns.

Step 4:   Develop an EAP Proposal

A program advisory committee is established to consider the needs of the organization, conditions in the organization, and the wishes of the various groups involved. Their task is to prepare recommendations for an EAP and to draft policy. The committee is composed of people from various groups in the organization, including management and labour. Participation on the committee by diverse groups tends to build commitment, understanding and trust in the process and the program. In some cases, the program advisory committee is involved only in the planning stages of the EAP.

The committee serves to advise on policy, program design and promotion. It is charged with the following responsibilities:

- Develop recommended procedures for the operation of the EAP.

- Develop an estimated cost of the EAP.

- Develop recommendations for training programs for key personnel (program coordinator, medical and personnel representatives, EAP representatives and liaison personnel) as well as for supervisory personnel and union representatives, and orientation for all employees.

- Recommend timetables, scope and performance criteria for the program.

- Survey the local resources needed.

- Assist in promoting the EAP.

- Stay informed of new developments, techniques and resources, including opportunities for involvement in prevention programs.

Appendix 5: Employee Assistance Program Proposal is an outline of one of many possibilities for writing a proposal. Nine areas are covered. It is useful in a draft to present several options along with recommendations. Each of the aspects mentioned in the outline may receive a slightly different emphasis depending on the nature and needs of the organization.

Step 5:   Write the Policy

Most organizations develop policies. The process is not difficult. It does provide the opportunity to clarify values and decide on the range of services for your EAP. Most policy statements for employee assistance programs address the following items:

- EAP goals are to reduce problems in the workplace and retain valuable employees.

- The policy defines the range of human problems covered, such as alcohol or drug misuse, emotional or behavioural disorders, marital or family conflict.

- Concern for the employees is demonstrated by (1) recognizing that personal problems can affect job performance, (2) acknowledging that the problems are treatable and (3) offering EAP as a way to help with the problems.

- EAP objectives are to provide early identification of problems, motivation to seek help and referral to appropriate care.

- The policy defines the people to whom the program is available, such as: all employees, spouses of employees, other dependents.

- Job security, promotional opportunities and employee reputation will not be jeopardized by participation in the program.

- Confidentiality will be maintained at all levels. EAP records will be separate from other personnel records.

- EAP policy addresses the need to correct unsatisfactory job performance. If referred employees do not correct performance problems through the EAP program, normal corrective and disciplinary procedures will be followed.

- Costs and arrangement for payment are defined.

Appendix 6: Sample Policy Statements provides two samples of policy statements.

Policy and Collective Agreement Considerations

EAP policy must be consistent with the collective agreement, and it must preserve the safeguards in common law and statutes which protect employees and employers. Areas of policy affected by this could include confidentiality of employee records. Disciplinary procedures, including the right of employees to file grievances and of managers to discipline, are safeguarded. There may be some provision for issues such as drug testing and mandatory health and safety testing.

The written policy must be clearly communicated and uniformly enforced to stand up in court or in an arbitration hearing.

Appendix 7: Client Confidentiality explains how the use of the EAP is tempered by issues relating to confidentiality. Protecting the confidentiality of an employee/client, of the nature of the problem, and of referral plans is a major concern. Guidelines for data and information release should be written into policy and procedures to avoid lawsuits relating to breach of individual rights to privacy, damaged reputations, allegations of discrimination, etc.

Appendix 8: Legal Matters discusses legal issues regarding employee discipline and discharge, detection strategies, and liability and malpractice.

Appendix 9: Assessment and Referral provides information on the range of services for assessment, referral and treatment and their use.

Step 6: Gain Financial Support for the EAP Policy

When the program advisory committee has developed recommendations for the EAP policy and procedures and other information needed for the proposal, this information is submitted to management and unions for agreement. This may require formal presentations to both groups and some explanation of the recommendations and their implications.

There are always costs in establishing EAPs: the cost of assessment and referral agents; the ongoing cost of counselling; the time and resources of the employees involved in the development, implementation and maintenance of the program. Usually, a coordinator will need to be appointed in order to ensure the program runs smoothly. The position may be full-time or part-time, depending on the size of the organization. When arrangements about who will pay for what have been established and the parties have agreed to the policy and procedures, the EAP is essentially established. This process provides time for input and consensus building to occur.

Step 7: Promote the Policy to the Organization

Over the period of development, many will have had opportunities to hear about the proposed EAP and provide input. Many of the general questions will have been answered. There will now be an interest in the nuts and bolts of the program. People will want to see the actual policy and procedures. They will want to think about the issues, talk with their co-workers and ask questions for clarification.

The dissemination of information about the program should be well-planned. A variety of communication opportunities can be used effectively. Articles in the newsletter, letters from the program advisory committee, information from management and opportunities for discussion can be considered. The people who were directly involved in developing the recommendations can impart information, understanding and enthusiasm to the communication process.

Step 8: Implement the Policy

Implementation of the policy includes a number of activities that set the tone for the success of the program. Training and orientation are important activities. Evaluation activities are initiated at this time. Marketing the program to employees and supervisors will start now and will be ongoing. The marketing will ensure that staff know what the program can do and how they can gain access to it. Referrals will be made for assessment and possibly to treatment.

This early stage is important. Starting the program well will help to ensure that it continues to operate well. A person to coordinate the program is essential.

Step 9: Maintain the Program

Once the program is in place, some effort will be expended to maintain it. Training will be necessary as personnel changes occur. Information will have to be provided to new employees. From time to time a poster or pamphlet may need to be circulated to remind people about the program. The EAP will be reviewed regularly and modified to continue to meet the needs of the people for whom it was designed.

Boards of Directors want facts and specific costs. People in human resources like to take concepts to them. In order for these groups to get the program going, you need a rough estimate, a ballpark cost to the company.

Elaine Parker
Safety Supervisor, Time Air

Practical Tips and Reminders

- Each EAP is unique. Tailor your program to meet the specific needs of the potential users.

- Clearly identify the political climate of the company or organization–the key issues, the relationship between management and labour.

- Most of life's problems can vary greatly in severity. Encourage self referral and use of the EAP to deal with problems before they become severe.

- Use a step-by-step plan to gain approval and acceptance of the program. Know who you want to convince–of what, why and by when. You can't convince people by simply believing in the program yourself.

- Attitudes change and evolve. People are often fearful or suspicious of things with which they are not familiar. They become more comfortable as they learn about them. It is common to encounter resistance to an EAP.

- Provide continuous training and orientation to ensure program visibility and long-range survival.

- Maintain joint labour/management involvement. Clearly identify labour and management reasons for wanting an EAP.

Program Development and Implementation Checklist

Gain Interest in EAP Policy
(   ) Talk to people who may be interested.
(   ) Assess support for the concept.

The EAP Consultant
(   ) Determine need for consultant.
(   ) Contact and interview consultants.
(   ) Choose consultant.
(   ) Draw up and sign contract.

Survey Needs and Resources
(   ) Gather information about the organization.
(   ) Conduct informal survey of employee needs/concerns.
(   ) Survey community resources.

Develop Support
(   ) Contact management/board.
(   ) Meet with supervisors.
(   ) Talk with key influencers.

Goals and Objectives
(   ) Decide who will be eligible for program.
(   ) Establish target dates (at least for training and employee notification).
(   ) Write out general expectations of the program.

Proposal
(   ) Choose style appropriate for audience.
(   ) Assemble content.
(   ) Complete proposal.
(   ) Identify key people and groups.
(   ) Hold preliminary discussions with key people and groups.
(   ) Introduce advisory committee concept to key people and groups
      (prepare an explanation with suggestions for structure and agenda).
(   ) Form a representative advisory committee.

Policy
( ) Draft policy.
( ) Obtain advisory committee approval of policy.
( ) Obtain endorsement by top management and union leadership, and financial support.
( ) Draft procedural statements for advisory committee input.
( ) Make changes and complete procedural statements.

Assessment and Referral Services
( ) Determine specific needs for assessment and referral.
( ) Identify referral resources in community.
( ) Contact and review services of potential assessment and referral agencies.
( ) Select agency.
( ) Obtain executive management and labour approval (signatures on contract if applicable).

Training and Orientation
( ) Determine objectives of training and orientation.
( ) Assign training and orientation to appropriate groups.
( ) Plan training and orientation sessions.
( ) Select trainees and acquire necessary materials.
( ) Schedule training and orientation sessions.
( ) Draw up training evaluation form.

Evaluation
( ) Decide what to evaluate.
( ) Decide how evaluation will be done.
( ) Check to ensure evaluation does not interfere with confidentiality constraints of policy and procedures.

Marketing the Program
( ) Identify methods by which employees receive company information and design marketing campaign around these methods.
( ) Determine basic content of publicity.
( ) Identify specific target audiences.
( ) Draw up plan for campaign.
( ) Choose methods and materials.
( ) Produce or obtain materials.
( ) Begin with employee notification.

Program Coordinator

( ) Decide on position (i.e., internal liaison, full-time administrator, counsellor-administrator, etc.).
( ) Clarify reporting relationships/accountability.
( ) Decide what department, if any, will house the program.
( ) Draw up job description.
( ) Determine starting date.

Consultants

EAP consultants work for private agencies, consulting firms and non-profit foundations. There are also those who are independent small businesses. Whom you choose will depend on preference, availability and finances.

If you are looking for a consultant to help with your EAP, you could contact any of the types of resources listed below.

- Psychologists
- EAP Consultants
- Management Consultants
- Family Service Associations
- Alcohol or Drug Agencies
- Assessment and Referral Services

Talk to a number of consultants and discuss their services and approaches. Look for someone who fits your needs and the type of EAP you plan to offer. Express your wishes clearly when writing or calling so the consulting organization can work with you under the terms you specify.

The consultant you choose can play a valuable role in establishing your program. EAP consulting is fairly new and there are few guidelines for competency. Screen your prospective consultants. Do they have special training or experience in establishing EAPs? You have to decide who can best serve your needs.

You have the right to ask questions and expect clear answers from consultants. They may know more about EAP, but you know more about your organization and what you want. Don't be intimidated by 'experts'.

Sally Luttmer
Management Consultant
Kelly, Luttmer, Schram and Associates Ltd.

EAP Employee Questionnaire

1. In the last 2 years (or since you began with our organization) how many times have you been aware of situations where an employee's personal problems affected his/her work life?
    Circle the best answer:

    0   1   2   3   4 or more

2. Looking at the issues listed below, **put a check beside** the ones that you feel are a concern to the people in our organization.

    ( )   alcohol abuse   ( )   loneliness
    ( )   high anxiety   ( )   job-related stress
    ( )   financial problems   ( )   family conflict
    ( )   drug dependence   ( )   housing problems
    ( )   depression   ( )   health problems

3. Indicate 3 priority issues from the above list.

    1_____   2_____   3_____

4. Are there any other issues relating to employee health and well being you feel should be added to the above list? Please write them below:
    _____
    _____
    _____

5. To whom do you think employees go to talk about personal problems that may or may not be affecting their job?

    ( )   co-worker   ( )   family
    ( )   supervisor   ( )   human resources staff
    ( )   medical staff   ( )   professional counsellor
    ( )   family doctor   ( )   other (specify):

6. Do you think additional support from co-workers would help in dealing with problems?
    ( )   Yes
    ( )   No
    Explain:

7. Do you think that additional support from supervisors and managers would help in dealing with problems?
( ) Yes
( ) No
Explain:

8. Do you feel that the organization provides an appropriate level of support to troubled employees?
( ) Yes
( ) No
Explain:

9. What additional support could the organization provide in helping the employee to deal with problems?
Explain:

10. If a confidential professional counselling service were available to the employees of the organization, do you feel the service would be used?
( ) Yes
( ) No
Explain:

11. Would you support an initiative which offers confidential assistance for people who may experience problems?
( ) Yes
( ) No

Agency Information

For each agency you contact you could use this form to gather pertinent information on what services are offered and how to gain access to them.

Name of Agency:

Address: Telephone:

Person Contacted: Director:

Primary Focus of Service:

Eligibility (Who can use the service?):

Fees (What is the payment arrangement? What are the fees?):

Brief Description of Facilities:

Staff Members (Who provides the service?):
- professional credentials
- education
- experience assessing addictions
- recent EAP course work

Specific Services Offered:

Type and Frequency of Feedback to the Organization:

Adherence to Code of Ethics of EASNA or ALMACA*

Hours of Service:

Waiting Period:

Crisis Coverage:

Third Party Liability Coverage:

Reference from User Companies:

*Employee Assistance Society of North America
 Association of Labor-Management Administrators and Consultants on Alcoholism

Employee Assistance Program Proposal Outline

The following outline may be used to organize the information needed for the EAP proposal. Depending on the nature of your organization and the commitment to the project, more or less information may be needed. Feel free to use this as a suggestion only. Information that does not come from your own company can often be obtained in the Government Information section of the public library or the addictions library in your jurisdiction.

1. Perspective on the Problem

   - Findings from your needs assessment survey
   - Numbers of people likely to be affected in the organization
   - National and local statistics for alcohol abuse, drug abuse, family problems, mental health problems, etc.

2. Discussion of Types of EAPs

   - Programs for alcohol and drug dependence only, programs including help for a variety of problems, programs with emphasis on education/prevention
   - Types of referrals: supervisory referral, self referral, peer referral, family referral
   - Options for education and prevention activities
   - Brief description of each
   - Advantages and disadvantages of each
   - Recommendations and rationale

3. Who May Use the Program

   - Possibilities
     - Employees with work problems
     - All employees (full-time, part-time, temporary, wage)
     - All employees and their families
     - Retirees
   - Advantages and disadvantages
   - Problems that arise if groups are ignored or exempted
   - Recommendations

4. Program Advisory Committee

   - Reason for it (cooperation between management and labour or employee representatives if there is no formal union)
   - How it could be formed (suggestions for the composition of the committee)
   - Responsibilities

5. Providing Assessment and Referral

   - Internal service
   - External service(s)
   - Brief descriptions
   - Advantages and disadvantages of each
   - Recommendations (could be a combination)

6. How the Program Should Be Administered

   - Full-time program administrator
   - Part-time internal liaison
   - Recommendations

7. Training and Orientation

   - Training for management and union representatives
   - Training for supervisory staff and union stewards
   - Orientation of all personnel (what the program is and how to use it)
   - Who will do the training and orientation

8. Follow-up and Program Evaluation

   - Program goals and specific objectives
   - What to do if goals are not reached and where the program goes if the goals are attained

9. Cost Estimates

   - First-year costs of developing and implementing
   - Following yearly costs
     - Assessment and referral
     - Personnel, supplies, program materials
     - Ongoing or refresher training
     - Marketing
     - Evaluation of the program

Sample Policy Statements

Some policies include the policy statement only. The procedures are outlined in another document. The two statements included here provide both policy statements and procedures. This is a matter of preference for the organization.

I. A sample policy statement for an employee assistance program as presented in *The Employee Assistance Program, Updated for the 1980s* (Wrich, 1980, pp. 196-197).

(Name of Employer and, if applicable, Union) recognize that a wide range of problems not directly associated with one's job can have an effect on an employee's job performance. In most instances, the employee will overcome such personal problems independently and the effect on job performance will be negligible. In other instances, normal supervisory assistance will serve either as motivation or guidance by which such problems can be resolved so the employee's job performance will return to an acceptable level. In some cases, however, neither the efforts of the employee nor the supervisor have the desired effect of resolving the employee's problems and unsatisfactory performance persists over a period of time, either constantly or intermittently.

Without altering or amending any of the rights or responsibilities of the employee, the corporation or the union, it is the policy of_____Company and_____Union to handle employee personal problems within the following framework:

1. (Name of Employer) recognizes that almost any human problem can be successfully treated provided it is identified in its early stages and referral is made to an appropriate modality of care. This applies whether the problem be one of physical illness, mental or emotional illness, finances, marital or family distress, alcoholism, drug abuse, legal problems or other concerns.

2. When an employee's job performance or attendance is unsatisfactory and the employee is unable or unwilling to correct the situation either alone or with the normal supervisory assistance, this is an indication that there may be some cause outside the realm of his/her job responsibilities which is the basis of the problem.

3. The purpose of this policy is to assure employees that if such personal problems are the cause of unsatisfactory job performance, they will receive careful consideration and an offer of assistance to help resolve such problems in an effective and confidential manner.

4. Employees' problems causing unsatisfactory job performance will be handled in a forthright manner within the established employer's health and personnel administrative procedures and all records will be preserved in the highest degree of confidence.

5. In instances where it is necessary, sick leaves may be granted for treatment or rehabilitation on the same basis as is granted for ordinary health problems. (Consideration could be given to the use of annual leave without pay.)

6. Employees who have a problem which they feel may affect work performance are encouraged to voluntarily seek counselling and information on a confidential basis by contacting the designated employee assistance program coordinator.

7. Employees referred through the program by their supervisor may be required by the employee assistance program coordinator to secure adequate medical, rehabilitative counselling or other services as may be necessary to resolve his/her problem.

8. It will be the responsibility of the employee to comply with the referrals for assessment of his/her problem and to cooperate and follow the recommendation of the diagnostician or counselling agent. An employee's continued refusal to accept diagnosis and treatment will be handled by dealing with the job performance problem according to normal disciplinary procedures.

9. Since employee work performance can be affected by the problems of an employee's spouse or other dependents, the program is available to the families of our employees as well.

II. A policy statement for an Alcoholism Recovery Program taken from the National Council on Alcoholism publication, *A Joint Union-Management Approach to Alcoholism Recovery Programs.*

Joint Union-Management Statement of Policy

1. Alcoholism is recognized as a disease for which there is effective treatment and rehabilitation.

2. Alcoholism is defined as a disease in which a person's consumption of any alcoholic beverage definitely and repeatedly interferes with that individual's health and/or job performance.

3. Persons who suspect that they may have an alcoholism problem, even in its early stages, are encouraged to seek diagnosis and to follow through with the treatment that may be prescribed by qualified professionals, in order to arrest the disease as early as possible.

4. Any persons having this disease will receive the same careful consideration and offer of treatment that is presently extended, under existing benefit plans, to all those having any other disease.

5. This policy is not concerned with social drinking, but rather with the disease of alcoholism. The concern is limited to those instances of alcoholism which affect the job performance of the individual. The policy is designed solely to achieve restoration of health and full recovery.

6. It will be the responsibility of all management and union personnel to implement this policy and to follow the procedures which have been designed to assure that no person with alcoholism will have either job security or promotional opportunities jeopardized by a request for diagnosis and treatment.

7. Neither supervisors nor union representatives have the medical qualifications to diagnose alcoholism as a disease. Therefore, referral for diagnosis and treatment will be based on job performance, within the terms, conditions, and application of the union-management agreement.

8. The decision to request diagnosis and accept treatment for alcoholism is the personal responsibility of the individual.

9. An individual's refusal to accept referral for diagnosis or to follow prescribed treatment will be handled in accordance with existing

contractual agreements and union-management understandings with respect to job performance.

10. The confidential nature of the medical records of individuals with alcoholism will be strictly preserved.

11. Persons participating in this program will be expected to meet existing job performance standards and established work rules within the framework of existing union-management agreements. Any exceptions to this requirement will be by mutual agreement between the union and management.

12. Nothing in this statement of policy is to be interpreted as constituting a waiver of management's responsibility to maintain discipline or the right to take disciplinary measures, within the framework of the collective bargaining agreement, in the case of misconduct that may result from alcoholism.

Client Confidentiality

Confidentiality is complicated in the EAP because of its unique position between the workplace and the helping agency or caregiver. Thus, the relationship between the client and the counsellor is expanded beyond the traditional therapeutic one. The relationship also includes the employer and, perhaps, a government agency.

The employee needs confidence in the privacy of this relationship and the security of his/her job. The employer needs feedback on the employee's involvement in the program. For example, is a long absence due to participation in treatment or an extended coffee break? The caregiver, on the other hand, must remain within the guidelines for professional confidentiality. Each party has legitimate needs.

The policy can contribute to solving these problems:

- It may distinguish between revealing the content of the client file versus the status of the client in the program. No information about the nature of the problem or treatment is released to the employer (supervisors, personnel, evaluators, etc.), but attendance and other status information is made available when appropriate.

- It could contain clear information on who will hold the files and the manner in which one may gain access to them, such as:
  - for review by the client
  - as data concerning self referrals for statistical use
  - for review by any other source such as treatment agencies only by signing a release of information which states clearly what the data would be used for and how long it may be retained

Where there is no policy, case law in Canada is unclear and there is no absolute guarantee of confidentiality. Some situations where information must be released include:

- The court subpoenas the files or testimony by a person involved with the client.

- When there is suspected child abuse involved, the law in Canada requires this be reported to the proper authority.

- Some professional groups are governed by professional policies. For example, nurses in Alberta known to be addicted or otherwise disabled from adequately performing their jobs are to be reported to the professional governing body.

- Sometimes a decision between absolute confidentiality and health and safety risks has to be made. In these cases, who will be notified, and how much information will be given, is a judgment decision which can be challenged in the courts.

Where strict confidentiality is stated in the policy or is written into the collective agreement, confidentiality is usually upheld. Many policies, however, provide statements regarding safety and damage to property.

Legal Matters

Employee Discipline and Discharge

Managers and EAP administrators are aware of legislation that has been created to protect both the employee and the employer with respect to discrimination in the workplace. Minimum requirements are described in anti-discrimination legislation. The statutes which govern discrimination are contained in different codes and acts in the 13 legal jurisdictions of Canada. The federal jurisdiction uses the Canadian Human Rights Act which is closely tied to the Canadian Charter of Rights and Freedoms. The provinces and territories have corresponding legislation, e.g., the Alberta Individual's Rights Protection Act. The legislation protects Canadians from discrimination on the bases of race, native or ethnic origin, colour, religion, age, sex, marital status, family status, physical disability and, in all jurisdictions except Alberta and Saskatchewan, mental disability.

The EAP can become involved with anti-discrimination legislation when an employee has a problem that has a base of physical or mental disability. In some jurisdictions and cases, alcoholism is considered a physical disability. Mental disabilities such as depression cannot be grounds for disciplinary action. Disciplinary action must arise from improper job performance and must include provision for the right of the individual to participate in action which may benefit that person, such as an EAP. This does not mean that the employer must hire and keep all employees regardless of their performance, but they must be able to demonstrate that the disability cannot be corrected in a reasonable time and that the disability stops the employee from performing some essential part of the job or endangers the public, co-workers or property of the employer.

Law arising from this legislation is just now evolving. Check the relevant arbitration and labour relations records in your province to determine the trends. It is likely you will find that, in cases where discharge was upheld, the troubled employee was given fair warning of the employer's dissatisfaction, there was verifiable evidence of poor job performance, and the employee was given an opportunity to correct the problem.

One area of arbitration that does have substantial case law involves alcohol or chronic drug abuse. In companies or organizations where there are clear rules governing use or possession of alcohol or drugs on the worksite and the employees have clear understanding of the rule, infraction of the rule is grounds for dismissal. Where there is no rule, use or possession

of alcohol on the job is grounds for discipline–ranging from reprimand to dismissal, depending on the case. Signs of impairment can be grounds for discharge when an employee's ability to do the work suffers, and particularly when the safety of others is involved or property is endangered.

Where the use of alcohol and motor vehicles or equipment is involved and the employee thereby endangers him/herself and others, the courts impose heavier penalties and there is a heavier onus on the employer to discipline severely.

In jurisdictions where alcoholism is considered a physical disability, the employer is obligated to provide opportunity for the employee to attempt rehabilitation. If the employee has been terminated but can demonstrate that an honest attempt at rehabilitation is being made and that there is reasonable chance of success, the employee may be reinstated, usually with conditions.

While the credibility of an EAP is not built or maintained on a legal pretext, it does give the company a mechanism for constructively fulfilling its obligations to the troubled employee. It allows the person experiencing a problem on the job an opportunity to correct the problem through use of the program–the benefits being a once-again productive employee or an upheld discharge.

Detection Strategies

Employers should research their rights in the specifics of this area. Generally, if the search, test, etc. is reasonable, if there are specific reasons justifying the search and they are not discriminatory, the employer has the right.

Problems may arise when an employee is referred to the EAP as a result of the search/testing. If there is independent action by management resulting in discipline or termination of the employee, the image of the EAP may be tarnished.

Each case will be unique and will require measured judgment on the part of the EAP staff. Employers and EAP practitioners should be aware of the possibilities and have strategies to handle such situations.

Liability and Malpractice Avoidance

Employers and EAP practitioners should be aware of possible employee-initiated litigation. Policies and procedures designed to legally protect the employer and counsellors should be in place prior to implementation of the program. The legal issues could range from poor advice and quality of counselling to job security based on receiving EAP services.

Following are some suggestions that could prevent legal problems or be an effective defence to employee-initiated litigation:

- The level of confidentiality should be decided and written into policy. Employees should be informed in writing of the extent of confidentiality which they may reasonably expect.

- The employer should state the expectations of performance required of employees while they are participating in the employee assistance program. Employers should also make employees aware that receiving treatment or counselling does not exclude them from disciplinary action due to poor work performance or violation of company rules and regulations.

- Employers should arrange for counsellors to be regarded as independent contractors. Although the company is offering the counselling as a benefit to the employees, it should be clear that the quality of care rests solely with the counsellor.

- Counsellors and other EAP practitioners should assess their need to carry malpractice insurance.
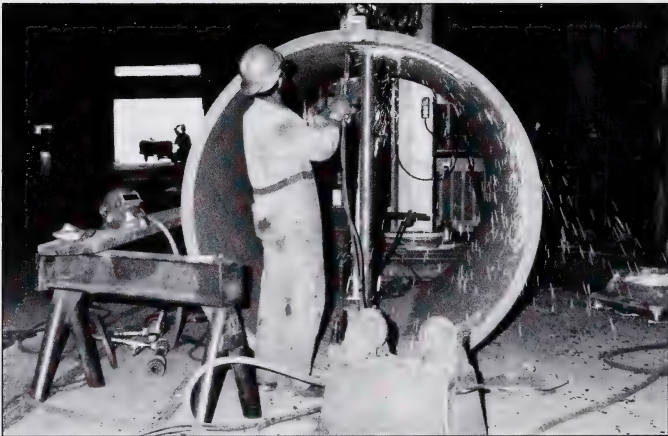
Assessment and Referral

The EAP is dependent on competent assessment and referral resources. This assessment and referral component is commonly found in two forms: an internal counsellor, or an external, independent agency staffed with specialists. In either case, they must be able to assess a variety of problems and recommend appropriate care for the troubled employee.

In both forms, the assessment and referral service will include:

- intake interview: explaining company policy, screening and assessment, record keeping, evaluation of problem, reviewing employee's insurance coverage and motivating employee to accept referral for treatment

- making referrals to appropriate specialists or treatment facilities

- follow-up: communicating with problem specialists, communicating with employees and supervisors

The advantages of hiring an internal counsellor are that this person:

- would be familiar with company policies and procedures

- would maintain personal contact with supervisors and troubled employees and work with both to reduce conflict

- would be available to work with employee and supervisor if employee has a relapse after treatment has concluded

The disadvantages of an internal counsellor are that:

- many employees may not voluntarily use this service because the counsellor is housed in the company, and this is too close to the employee's personnel file, job and paycheque

- it may be difficult to recruit a counsellor who has assessment expertise in many problem areas

The advantages of using an independent agency are that it:

- would be located on neutral territory and employees would be more apt to believe that the service was truly confidential
- may have the staff capability to diagnose a wide range of employee problems
- may have 24-hour, 7-day phone answering and crisis intervention service
- may receive more self-referred employees because of its separation from the organization
- can and does provide work-related feedback when the employee is a performance referral

The disadvantages of an independent agency are that:

- only general information would be given to the company by the agency; names and assessment of the problem would usually not be given to employers. This would prevent thorough evaluation of the program and follow-up on the job.
- there would be very little or no personal contact between the agency and the employee's supervisor

Some companies have combined the two forms successfully by utilizing an assessment and referral agency and an internal liaison person. This person could be involved with the following kinds of duties:

- develop and implement training programs for supervisors and union stewards
- maintain an educational component to the program
- serve as a link between the agency and worksite
- assist with referral of employees to the assessment and referral agency and their re-entry to work setting
- ensure employee follow-up
- oversee program evaluation

Payoff!

4. Training and Orientation

Lifelines
Action Programs for Healthy Living

4. Training and Orientation

Table of Contents

Introduction

This booklet is a practical resource for those responsible for orienting all staff to employee assistance programing and for training supervisors and others who refer employees to the program. Both of these activities are an ongoing component of all EAPs. New supervisors and new employees have to gain understanding of their roles in the program.

Training Key Personnel

Target
- managers
- supervisors
- union stewards
- occupational health and safety staff
- human resource staff
- other designated EAP resources

Purpose
- to provide an understanding of the EAP
- to develop recognition and referral skills
- to provide techniques for supporting and promoting the program in the organization

Time
- a training session of 2-3 hours in length prior to the orientation session for all employees

Orientation

Target
- all employees of the organization

Purpose
- all employees gain an understanding of the purpose, activities and services of the EAP

Time
- an orientation session will take about 1 hour

Who Trains and Orients?

The training and orientation session outlines can be adjusted to suit individual workplace needs. These sessions are designed to be delivered by anyone in the workplace who has presentation delivery skills. A presenter might be a staff trainer, an EAP resource person, an occupational health worker or a human resources staff person.

Preparing for Your Training and Orientation Sessions

In planning for the training session:

• Carefully review your own EAP policy.

• Review the training material and the overhead projector transparency masters provided.

• Customize your presentation to suit your own workplace and the scope of your policy.

• Prepare overhead transparencies (1-6) and handouts (1-3) from the masters provided.

• Book equipment and room.

• Invite all appropriate people indicating the purpose, length and location of the session.
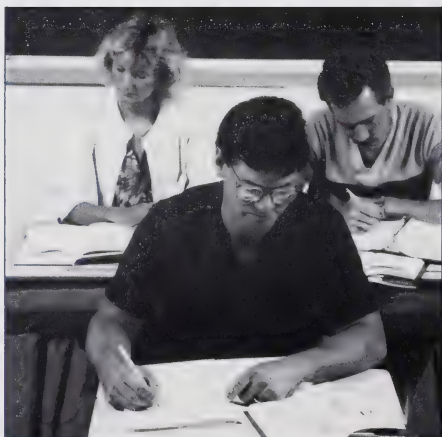
Training Program

Program Overview

Participants
Supervisors
Managers
Union stewards or representatives
Staff chosen specifically to assist with EAP
Occupational health services staff
Safety staff
Human resources staff

Objectives
Participants will be able to:

- describe an employee assistance program

- describe the policy of the organization

- list the advantages of self referral

- identify ways to encourage self referral

- state why supervisors and union stewards are key to the EAP process

- recognize the relationship between personal problems and job performance deterioration

- state why early recognition of problems is important to the successful return to work standards

- document work performance problems

- communicate job performance expectations and standards to employees

- clearly present the options available to an employee when work performance is deteriorating

- identify techniques to facilitate re-entry of employees

Time
2-3 hours

Number of sessions
1 with a short break

Timing
Immediately before EAP is initiated and then regularly to include new staff

Group size
15-20 people

Materials/equipment
Flipchart or chalkboard
Overhead projector and screen
Transparencies 1-6
Handouts 1-3

Training Program Agenda

Time	Item	Process	Resource Material
05 min.	Introduction and Warm-up	Presentation	Transparency 1
20 min.	What Is EAP?	Presentation/ Discussion	Transparency 2
20 min.	Your Workplace Policy	Presentation/ Discussion	
15 min.	Confidentiality	Presentation/ Discussion	
05 min.	Advantages of Self Referral	Presentation	Transparency 3
10 min.	Recognition	Presentation/ Discussion	Transparency 4 and Handout 1
10 min.	Performance Indicators	Discussion	Transparency 5
20 min.	Documentation	Brainstorm/ Discussion	
20 min.	The Interview	Brainstorm/ Discussion	Transparency 6 and Handout 2
15 min.	Referral	Presentation/ Discussion	
05 min.	Re-entry	Presentation	Handout 3
05 min.	Conclusion		

Program Content

Introduction and Warm-up

Welcome participants and review objectives.

Ask what people know about employee assistance programs so far. Review the session agenda indicating how the session will build on what they already know. Use Transparency 1: Training Program Agenda.

What Is EAP?

Clarify the following information in an informal lecture format, using ideas from the warm-up if appropriate. Either invite discussion of points as they are covered or indicate that there will be time for discussion after the material is presented.

- EAP is an acronym for Employee Assistance Program.

- EAPs include educational and social activities which promote health of all employees in the workplace.

- EAPs provide assistance in the form of assessment, referral and treatment for troubled employees.

- Employees may be referred by their supervisor or they may seek help themselves. Use Transparency 2: Referral Options.

- Self referral also means seeking services at the suggestion of a peer, a union steward or supervisor.

- Union stewards, supervisors and peer leaders are trained to encourage people to participate in the program when appropriate.

- Supervisors and managers may refer employees when job performance is erratic or has deteriorated after normal disciplinary actions have been taken. This may stabilize performance and arrest the need for progressive disciplinary action.

Your Workplace Policy and Procedures

Review your organization's policy statement in detail at each training session. Be sure to address the following and allow time for clarification by participants:

- endorsement: Have present a representative from senior or executive management and, if applicable, a representative from the union executive to make a brief statement endorsing the EAP.

- structure and management: Explain who is responsible for running the EAP.

- benefits: Clarify the company's willingness to pay for benefits of the EAP and to what extent those benefits are available to others.

- procedure: Explain how referrals can be made to the EAP.

- accessibility: Define who may have access to the program and how access is gained. *This is particularly important in the orientation program.*

- confidentiality: Describe what measures have been established to ensure confidentiality.

Confidentiality

Discuss confidentiality issues.

Confidentiality is a major concern to all employees. Clearly demonstrate how confidentiality is protected by explaining the following and allowing time for discussion.

- Confidentiality is addressed in the policy statement.

- Complete secrecy is difficult unless the employee uses the service as a self referral and no benefits are required.

- Some will know about the referral by a supervisor.

- Absence from the job for treatment may cause speculation.

- Confidentiality is assured, between the professional counsellor and the client receiving service, by the counsellor's professional code of ethics.

- Confidentiality in that case means that the counsellor will not communicate with anyone about the client without the client's written permission to do so.

- The written permission from the client is called a release of information statement.

- Co-workers and supervisors acting in a referral capacity must respect the confidentiality of the individual.

Advantages of Self Referral

Highlight the benefits of self referral to both the employee and the organization (use Transparency 3: Advantages of Self Referral):

- Self referral is an opportunity to act before job performance is affected.
- Early referrals have a better chance of satisfactory resolution.
- Employees view the EAP as a helpful service rather than as part of the disciplinary process.
- There is a high degree of confidentiality when you refer yourself.
- Supervisors have fewer problems to deal with.
- Employees are more responsible for their behaviour and performance.
- There is a professional source of help for employees.
- Ultimately, there is a healthier and happier workplace.

Explain how self referrals are encouraged.

- Outline the EAP marketing campaign.
- Discuss their role in promoting the program.

Recognition

Review roles of those involved with recognition.

Supervisors have a clear role to play when a staff member's job performance begins to deteriorate.

- The supervisor takes steps according to the practice within the organization: clarifying expectations, requesting compliance, providing goals for improvement and documenting performance.
- Should supervisory corrective action fail to bring about an improvement in performance, the supervisor can offer the employee the opportunity to participate in the EAP.

- That opportunity can be offered verbally or, if serious disciplinary action appears imminent, the option to participate in the EAP should be offered in writing.

Use Transparency 4: The Supervisor's Role. This could be photocopied and distributed to the group.

The **shop steward**, because of the close relationship with members of the union, can sometimes detect a problem early. The best interest of the member may include participation in the EAP. The steward is responsible for:

- observing unusual behaviour in the member

- recommending to the member that s/he use the services of the EAP

- working closely with the supervisor during the involvement with the program and during follow-up

- providing encouragement and support to the member until healthy functioning is restored

Handout 1: Guide for Shop Stewards could be provided to participants.

If you have **Occupational Health and Human Resources staff** involved in your organization, outline their roles as well.

Performance Indicators

Ask the participants what they consider when assessing performance. Record their responses on a flipchart, chalkboard or blank overhead transparency.

Some responses might be in the following areas:

- attendance
- accuracy
- knowledge of job
- customer relations

Ask participants what would be considered excellent performance for each item.

Now ask the group what behaviours indicate poor performance. Record both sets of responses on the chart, which is Transparency 5: Indicators of Performance.

Indicators of Performance

Excellent Performance	Indicator	Poor Performance
always on time	attendance	often late
few if any mistakes	accuracy	many mistakes

Use the example above (or another one that is applicable to your workplace) to reinforce the need for objectivity and observable and measurable standards when defining job performance or documenting deviations.

Documentation

In this section, emphasize that documentation is part of ongoing supervision. Have the group brainstorm key points to identify when performance is an issue.

Ideally the supervision of employees includes the establishment of areas of responsibility and standards of performance. There is ongoing communication about these standards. Improvement is noted, as is deterioration of performance. The documentation of an employee's performance is particularly important when performance is an issue. Some steps that the supervisor may take include:

- Review all documentation of job expectations including current job description, goals or objectives in annual performance reviews, expectations regarding duties, and company rules.

- Clearly communicate job expectations, job descriptions and goals or objectives. If no documentation now exists, provide these expectations verbally and follow up with a written document.

- Document the successes and failures to meet job standards in clear, measurable terms.

- Documentation should include the date and time of the breach of performance and the specific behaviour in question.

- Document only behaviour related to job performance.

- Maintain a chronological account of the performance issues including problems, coaching sessions, improvements and interactions in a fair and objective fashion.

- Keep files confidential.

The Interview

Outline the purpose of the interview procedures for reviewing problems and tips for a good interview.

The purpose of the interview is to offer the employee an opportunity to bring performance up to an acceptable standard. The course of possible disciplinary action is clearly spelled out and the opportunity to seek assistance through the EAP is offered. These steps are followed:

- Supervisor identifies and documents behaviour which represents job deterioration in the employee.

- The supervisor informs the employee of poor job performance by referencing specific standards and performance.

- Supervisor makes the employee aware of the options for assistance including the EAP, and the employee is given the opportunity to resolve the problem by a determined deadline. Consequences of continued poor performance are stated.

- The supervisor encourages the employee to do something about the problems. The consequences of poor behaviour begin.

Distribute and discuss Handout 2: Sample Procedures for Reviewing Problems.

Use Transparency 6: Tips for a Good Interview to summarize the material presented.

Note: Film and video resources are available to illustrate recognition, performance indicators, documentation and interviews.

Referral

Ask how they would decide when they would offer the EAP as an option to the employee and when they would make a referral. Provide the following information, allowing for questions and clarification.

To formally advise an employee of the availability of the EAP service, draft a letter to be given to the employee at the interview. The letter should cover the following points:

- Express specific concerns with work performance.

- Advise the employee of the availability of the EAP.

- State the name of the EAP counsellor.

- State the location of the office, hours of operation and the telephone number.

- Indicate how the employee can make an appointment. Stress the confidentiality of the service.

- Indicate your willingness to be supportive but stress the need for improved performance and the possibility of disciplinary action being taken if performance does not meet expected standards.

A supervisor referring an employee to the EAP counsellor should apprise the counsellor of the situation beforehand.

Re-entry

Review issues regarding a troubled employee's re-entry to the job force.

Employees who have to be away for treatment and those who are making changes without the disruption in their work schedules have significant experiences that others do not understand. People in treatment examine their lives and their means of coping. They make some changes while in treatment. They may feel safe in this context, but returning to their old situation with the familiar habits and stresses can be hard on them. Supervisors and co-workers can help in many ways.

- The supervisor can acquaint the employee with changes in the workplace. The employee can be given the opportunity to talk about his/her feelings and views and to ask job-related questions.

- Co-workers can fill the employee in on informal events of the workplace.

- Co-workers should behave naturally and continue with routines and social events of the workplace.

- Recognize that significant changes do not happen very quickly.

- Relapse, returning to former behaviour, often happens when the person does not deal well with issues of stress, anger and loneliness. Support and perspective from a supervisor or peer can help during these periods when the tension is building up.

- Watch for signs such as isolation from others, irritation and strain in relationships, rejection of offers of help, feeling sorry for self and working extra hard.

Handout 3: Treatment of Alcohol and Drug Dependence will provide participants with a greater understanding of drug dependence and treatment services. Keep in mind it is not the role of the supervisor to assess the problem of the employee. This information is simply provided for further understanding.

Conclusion

In concluding the training session, ask if anyone has any questions or concerns regarding EAP. Be sure to emphasize where people may call if they have questions about the policy. Remember to express, too, that one person alone cannot do everything to help another. There are several resources available in the workplace to offer answers to questions: supervisors, EAP reps, health services staff, human resource staff and the EAP counsellor.

Orientation Program

Program Overview

Participants
All employees including those who were involved in the training program

Objectives
To inform all employees about the EAP
To promote a positive attitude toward the program
To emphasize the self-referral nature of the program
To sensitize key personnel to staff concerns

Time
1 hour

Number of sessions
1

Timing
Immediately before EAP is initiated and then repeated as needed for new staff

Group size
Unlimited but smaller groups will allow for more interaction

Materials/equipment
- Flipchart or chalkboard
- Overhead projector and screen
- Transparencies 2, 3, 4, 7
- Handout 1

Orientation Program Agenda

Time	Item	Process	Resource Material
05 min.	Introduction and Warm-up	Presentation	Transparency 7
10 min.	What Is EAP?	Presentation/ Discussion	Transparency 2
10 min.	Your Workplace Policy	Presentation/ Discussion	
10 min.	Confidentiality	Presentation/ Discussion	
10 min.	Advantages of Self Referral	Presentation	Transparency 3
10 min.	Recognition	Presentation	Transparency 4 and Handout 1
05 min.	Conclusion	Questions/ Discussion	

Orientation Session Content

Introduction and Warm-up

Welcome participants and review objectives.

Ask what people know about Employee Assistance Programs so far. Review the session agenda indicating how the session will build on what they already know. Use Transparency 7.

Sections to Cover

Follow the suggestions from the Training section (pages 8-11) on the following topics:

- What Is EAP?
- Your Workplace Policy
- Confidentiality
- Advantages of Self Referral
- Recognition

Orient your presentation to the needs and concerns of the audience. For instance, you may wish to add some discussion about re-entry to the workplace.

Conclusion

Provide some time at the end of the presentation for discussion and questions from participants. Encourage employees to talk about EAP with their co-workers, union stewards, supervisors, occupational health or human resources staff. Provide contact names and numbers for access to the services of the program or for answers to any questions which may occur later.

Training Program Agenda

Time	Item
05 min.	Introduction and Warm-up
20 min.	What Is EAP?
20 min.	Your Workplace Policy
15 min.	Confidentiality
05 min.	Advantages of Self Referral
10 min.	Recognition
10 min.	Performance Indicators
20 min.	Documentation
20 min.	The Interview
15 min.	Referral
05 min.	Re-entry
05 min.	Conclusion

Referral Options

	Self referral (informal)	Supervisory referral (formal)
Problem	personal distress	job performance below standard
Recognized by	self, peer worker or supervisor	supervisor
Encourages referral	self, peer worker or supervisor	supervisor
Initiates referral	self	self or supervisor
Assesses the problem areas	assessment and referral by EAP consultant	assessment and referral by EAP consultant
Treatment services used (community)	counselling or other care recommended by EAP consultant	counselling or other care recommended by EAP consultant
Follow-up with workplace	none	community care agency consults with EAP consultant who discusses with supervisor

Advantages of Self Referral

- Self referral is an opportunity to act before job performance is affected.

- Early referrals have a better chance of satisfactory resolution.

- Employees view the EAP as a helpful service rather than as part of the disciplinary process.

- There is a high degree of confidentiality when you refer yourself.

- Supervisors have fewer problems to deal with.

- Employees are more responsible for their behaviour and performance.

- There is a professional source of help for employees.

- Ultimately, there is a healthier and happier workplace.

The Supervisor's Role

The supervisor is responsible for:

- providing a job description to the employee

- providing clear performance expectations

- observing behaviours that indicate work performance deterioration

- documenting and evaluating such behaviours

- providing opportunity for stewards to be involved with the EAP process and keeping them informed if this is desired by the troubled employee (or if required by the terms of the labour/management contract)

- motivating the person to seek assistance

- providing support while the employee is undergoing treatment and when s/he returns to the workplace

The supervisor is not responsible for assessing an employee's problem or counselling the employee.

Indicators of Performance

Excellent Performance	Indicator	Poor Performance
always on time few if any mistakes	attendance accuracy	often late many mistakes

Tips for a Good Interview

- Have clear goals.
- Gather documentation for preparation and presentation.
- Involve union steward if appropriate.
- Conduct interview in privacy and without interruption.
- Direct the course of the interview.
- Review positive aspects of work.
- Review documented concerns.
- Explain disciplinary procedures and consequences of substandard performance.
- Inform employee about EAP.
- Set realistic goals and timelines for improvement.
- Conclude with positive outlook.

Orientation Program Agenda

Time	Item
05 min.	Introduction and Warm-up
10 min.	What Is EAP?
10 min.	Your Workplace Policy
10 min.	Confidentiality
10 min.	Advantages of Self Referral
10 min.	Recognition
05 min.	Conclusion

Guide for Shop Stewards

Stewards have the responsibility of ensuring that union members are treated equally and fairly. This basic responsibility does not change in situations involving the EAP. The major role of the steward is to encourage use of the EAP before performance is an issue, and to reassure the member that his/her job status will not be adversely affected by the employee's participation in the EAP.

Stewards can ensure that the EAP is being used appropriately by:

- attending orientation and training for a clear understanding of the EAP and the procedures to be used

- acquiring skills and information to help recognize when people are having problems

- encouraging the practice of peer referral to help people when they are having problems and to act as a resource to them for information and referral

- being aware of the denial and defensiveness that might keep the member from seeking help

- encouraging members to seek help and ensuring that the procedures are followed

- maintaining strict confidentiality at all times in written and verbal information exchanges

Union stewards ensure that the employee assistance program works to the benefit of the membership.

Sample Procedures for Reviewing Problems

1. Informal discussion of the problem with the employee

- Review the problem, making sure the employee understands what is expected.
- Offer self referral to the EAP as possible aid to improvement.
- Document discussion, follow up in writing within the next few days.
- Document status of the problem.

2. Formal verbal warning

- Review the problem.
- Make sure the employee understands that it is a formal verbal warning.
- Explain the EAP and the self-referral option.
- Set a follow-up date to review progress.
- Document steps taken toward correction.

3. Written warning

- Issue a written warning to the employee with a copy to the personnel office.
- If need is indicated, offer the service of the employee assistance program.
- Emphasize the confidentiality of the program.
- Set a date for a follow-up meeting.
- Review and document progress.
- Treat occasional poor performance on an individual basis, depending on progress and attitude.

4. Disciplinary action

- If previous steps have not resulted in improved performance, disciplinary action should be taken.
- Follow the procedures of the company policy for disciplinary action.

Treatment of Alcohol and Drug Dependence

People can become dependent on a wide variety of legal and illegal drugs. They become dependent on drugs because drugs change the way they feel and experience the world around them. People are attracted to drugs because of these changes.

Non-dependent people often use these drugs as well. They may have a drink at the end of the day to change their feelings of tension to feelings of relaxation. Usually, non-dependent people have a number of options to produce these changes. They may read the newspaper, listen to music, sit in the garden, watch television or do some form of exercise.

People dependent on drugs, including alcohol, have narrowed their choices for managing how they feel. Drugs are a quick, easy way to feeling differently. The drugs also produce changes in the body which reinforce the use of the drugs.

One of the major goals of treatment is for the individual to find a number of new strategies to manage life without depending on drugs.

Types of Services

Assessment and referral to treatment are not the responsibility of supervisors or union stewards. The information is included here simply to provide a broader understanding of the treatment services available.

Detoxification services provide a safe, supervised environment in which people can withdraw from drugs. The clients are also prepared for counselling, residential care or involvement with a self-help group.

Outpatient counselling involves spending some time in counselling while living at home and continuing to work. There may be a number of different activities involved, including attendance at lectures, and group and individual counselling sessions. Some services are provided to other members of the family to help them deal with issues related to addiction and treatment.

Residential or inpatient program participants live at a treatment centre for several weeks and participate in counselling, education programs, group and recreational therapy, and support groups. Spouses and other family members may take part in some aspects of the program.

Self-help groups exist for various people affected by alcohol and other drug addictions. Alcoholics Anonymous (AA) is a support group for those

addicted to alcohol. Narcotics Anonymous (NA) is for those dependent on narcotics. Al-Anon is a support group for the spouses of alcoholics. Alateen is for the children of alcoholics. These groups provide ongoing, long-term support for people experiencing these problems.

Halfway houses can provide a longer term residential situation and support for eventual independent living.

The addictions agency in your area can provide specific information about services that are available locally.

Communication with the Treatment Agency

While employees are in treatment, supervisors will have to know something about the treatment schedule in order to monitor absences and schedule work. Generally, the treatment provider communicates with the organizations's EAP coordinator or liaison person who, in turn, keeps the supervisor informed. Communication regarding follow-up to treatment and support for re-entry also takes this route.

Communication is easier when the employee has signed a release of information form. What information may be communicated and to whom should be clearly spelled out in the document.

Payoff!

5. Making Your Program A Success

5. Making Your Program a Success
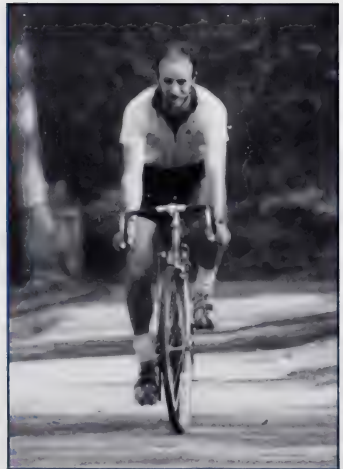
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Introduction

Once an employee assistance program is in place, keeping it healthy and making it a success will depend upon marketing and evaluation initiatives.

People in the organization must understand and accept the purpose of the program. Who is the program for and what does it do? Does it focus only on assisting troubled employees or does it include education, prevention and treatment services to maintain the health of all employees?

New staff will have to be informed of the program as they come on board. Keeping people interested in the program over the years is a challenge. Initiatives that address these aspects are marketing initiatives. Evaluation helps you to know what is happening in the program and to decide if it is meeting your needs.

Marketing and evaluation go hand-in-hand to keep the program strong. Evaluation gives you information upon which you make marketing decisions. Your involvement in the areas of marketing and evaluation will depend on your needs. If your evaluation shows that people know about the program, think highly of it and make use of it, you may not have to do much marketing. Over time, however, all programs need to be refreshed.

Marketing Your EAP

The growth and acceptance of the EAP depend on successful marketing. Marketing makes all personnel aware of the program and motivates them to use it.

If there is no effort to maintain the profile of the program, the use and value of the EAP will decrease over the years. The best EAPs are those that change and grow with the needs and values of the organization.

Initially, the EAP will have to develop a high profile through the communication that is part of the start-up activities: training, orientation, and publication of the EAP documents. The development of trust is a major consideration in the initial development. If there are any breaches of confidentiality, the EAP will have difficulty developing trust. As time goes by the challenge is to maintain use of the program. Evaluation is a part of this. If, for example, the use of the EAP drops below 5% of the workers in a mid-sized organization, the profile of the program needs to be increased. The penetration of the program is too low. At that time a new poster or pamphlet may have to be developed to draw attention to the program and the services.

Over a longer period, other issues will emerge. Some EAPs may want to keep a profile focused on the referral and treatment component of the program while others will want to enhance the profile which includes prevention and education activities for all employees.

The following ideas will help keep the EAP visible in the organization:

- **Develop strategies to inform people of the program.** This is an important part of introducing the EAP to the organization. All new managers and employees will have to be informed about the program. A pamphlet explaining the policy, and the policy statement itself, may serve as an introduction.

  Additional information can be brought to the attention of the employees. Information about specific problems such as drug and alcohol abuse, money management, stress, family conflict, etc. may be of interest to employees. Information about healthy activities to reduce these problems may also be of interest. People working in the program could be introduced through an article in the company newsletter. The newsletter could also be used to announce any changes to the EAP.

Many strategies can be used:

- training and orientation sessions
- flyers and brochures
- newsletter articles
- posters
- pay envelope inserts
- films and videos
- telephone stickers with EAP phone numbers
- special interest sessions
- office memos

- **Maintain visibility.** There is a direct relationship between program visibility and program use. Evaluation will tell you if people are making use of the EAP. Ongoing communication will remind people of the EAP. This communication can be planned a year in advance with checkpoints along the way.

- **Keep an eye on the EAP's image.** The EAP will develop an image in the organization. The image is what people think of the EAP. If the program staff are friendly, the publications are positive and professional, and people have good experiences when they are involved with the program, the image will contribute to the success of the program. If people begin to lose trust in the program, it usually begins with a general feeling that is hard to pin down. Be sensitive to these factors and work toward a desired image which encourages all employees to participate in the program.
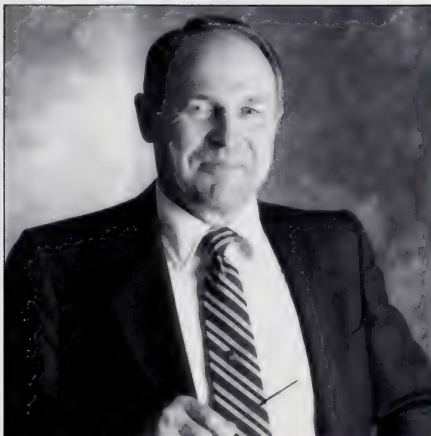
Assessing Your Program

Evaluation is the tool which gives you information about your program and how it is working. It is not necessary that every EAP be exhaustively evaluated. Even when evaluation may be helpful, it may not be necessary to review every part of the program. Only by assessing your EAP performance will you obtain the kind of information that will lead to good decisions about operating the program. By reviewing your EAP accomplishments, valuable program improvements can be achieved. In some cases, evaluation may become the key to the survival and growth of your EAP by concretely demonstrating its achievements.

Following are some simple suggestions to help you decide when to initiate review activities, how to minimize the effort necessary to review your EAP activity, and what strategies to use for the review.

The suggestions are intended to help you avoid some of the situations that lead to poor and irrelevant reviews. By following these suggestions, you will be able to increase the usefulness of the evaluation results.

- **Describe the program goals and objectives.** When formulating explicit statements of the goals and objectives, limit each to one topic and note the change you would like to see. For example, say "Increase staff morale" instead of "Have healthy and friendly staff and good worker/management relations." Include the implicit goals and objectives that don't appear in the EAP documentation. For example, a goal might be "to decrease the rate of absenteeism." Knowing that this is important, you could review the rate and pattern of employee absences.

    The core activities of a program may be entry and assessment, counselling and referral. Each of the activities has goals and objectives. Goals for entry and assessment may be to exclude inappropriate problems from the service and to maintain ready access to the service.

- **Seek input from the various groups (consultants, assessment personnel, union, management) likely to use the evaluation results.** With these people, decide what information you need and how the information could likely be used. This step helps you make the evaluation relevant and timely to those groups.

    Some groups will have quite different interests than others. The company executive may be interested in maintaining a low program cost. They may need this information to project budgets for following years. Union staff may be interested in knowing if participation in the program affects job security.

Appendix 1: Employee Evaluation Survey is provided as a sample. This survey can be adapted to suit your own needs. Be careful not to ask questions that would identify specific people.

- **Document what actually goes on in the EAP.** A statement of what is in place at the time of the review will help to clarify current practice. This will help you determine what is being achieved and how it is achieved. This step is important when looking at potential program changes.

   Some of this information is easy to come by. Your finance department will know how much time is billed from the consultant and how many people have participated in the service. Additional information may be forwarded from the consultant. You may find out that some segment of the organization is not participating in the program. Further information could be gathered to try to find out why this is the case. Initiatives could be designed to rectify the situation.

- **Employ a variety of methods for collecting information.** In doing this, maintain client confidentiality. Possible examples include:

  - evidence from program staff, supervisors and employees (could be questionnaires about their observations, reactions, attitudes or feelings)

  - verbal or written anecdotes, avoiding hearsay if it cannot be confirmed

  - review of documented case studies

  - other suggestions from research consultants

Appendix 2: Client Information and Status Summary is a sample form that has been used by EAP consultants to provide information to the organization about their activity as part of the program. This documents their involvement and provides some useful information about the use and operation of the program.

   Evaluation of an organization's EAP need not be complicated or costly. It is not always necessary to collect information on all aspects of the program. The choice of what aspects are evaluated depends totally on what you want to ask and how you want to use the evaluation results.

Keep the EAP Growing – Helpful Hints

- Keep administration and union representatives informed of planning, ongoing activities and successes.

- Plan follow-up and refresher training sessions periodically.

- Facilitate information exchange and maintain a constant EAP presence, through a newsletter, public address, informal discussions, new-employee orientation, new ideas, information on interesting topics, etc. Plan a low-key but constant stream of promotion.

- Share the workload (training sessions, information flyers, etc.) among other interested employees. Demonstrate shared ownership of the program.

- Keep organizational records, administrative plans and other materials where they can be used for reference, staff can gain access to them, etc.

- Use your evaluation to guide you in making necessary changes.

The more the EAP becomes a part of the organization the greater the chances of accomplishing its goals.

Employee Evaluation Survey

The following survey is being sent to you by the Employee Assistance Program. You are asked not to sign the survey, to protect your anonymity and confidentiality while permitting the Advisory Committee to evaluate your responses to the EAP services.

Please answer the questions and return the survey in the enclosed envelope. Your cooperation in completing this survey allows the company to evaluate and improve our services for you and for other employees.

1. Sex: ____male
    ____female

2. Age: ____under 20
    ____20-29
    ____30-39
    ____40-49
    ____50-59
    ____60 or over

3. Relationship:

    ____an employee
    ____family member of an employee
    ____other

4. Have you heard of the Employee Assistance Program?

    ____yes
    ____no

If your answer to Question 4 is "no," thank you for your participation in this survey. Please return the survey.

If your answer to Question 4 is "yes," please explain how you heard about this program (check all that apply):

        ____general employee orientation program
        ____as part of new employee orientation
        ____information mailed to my home
        ____posters at the worksite
        ____lunchtime presentations
        ____supervisor
        ____union steward
        ____co-worker
        ____family member
        ____other (please specify):_____

5. Have you been involved in the Employee Assistance Program?

        ____yes
        ____no

If yes, what part(s) of the program have you been involved with?

        ____noon-hour presentations
        ____use of printed materials
        ____use of assessment and referral services
        ____consultation
        ____EAP special projects
        ____after-hours workout
        ____other (please specify):_____

If no, do you think involvement could have been helpful to you?

        ____yes
        ____no

6. What caused you to become involved with the program?

        ____general interest/for information
        ____personal/emotional problems
        ____alcohol/drug use problems
        ____legal problems
        ____relationship problems
        ____financial problems
        ____other (please specify):_____

7. Did you find the services of the program helpful?

           ____yes
           ____no

8. Would you consider using the services again in the future to assist you in improving your current lifestyle?

           ____yes
           ____no

9. Have you had any difficulties in dealing with the program?

           ____yes
           ____no

If yes, please comment:_____
_____
_____

10. Would you recommend the program to other employees?

           ____yes
           ____no

11. Any other comments?_____
_____
_____

Thank you for responding to the survey. Please return it in the enclosed envelope.

Client Information and Status Summary

Company:
Year:

Type of Service

1. Total contacts (phone/on job):

    Phone calls   Visits
    1   2   3   4   5+   1   2   3   4   5+

2. Did not show for appointment____

3. Status:
    ____new
    ____continuing
    ____re-entering

4. Type of referral:
    ____self
    ____supervisor recommendation
    ____mandatory
    ____family

5. Client:
    ____employee
    ____management
    ____family
    ____other

6. Length of employment:
    ____0-1 year
    ____1-2
    ____2-4
    ____5-9
    ____10-14
    ____15-19
    ____20+

7. Age:
   ____under 20 years
   ____20-29
   ____30-39
   ____40-49
   ____50-59
   ____60+

8. Sex:
   ____male
   ____female

9. Marital status:
   ____married
   ____widowed
   ____divorced
   ____separated
   ____single

10. Problem (place a "P" beside primary problems and an "S" beside secondary problems)
    ____alcohol/drugs
    ____job-related
    ____marital
    ____other relationships
    ____financial
    ____legal
    ____psychological
    ____other

11. Case status:
    ____referred
    ____another assessment
    ____refused recommendation
    ____did not follow treatment plan
    ____closed

12. How client heard about EAP:
    ____supervisor
    ____company newsletter
    ____direct mail
    ____co-worker
    ____union publication
    ____posters
    ____presentations
    ____other

Payoff!

6. Education and Involvement

Lifelines
Action Programs for Healthy Living
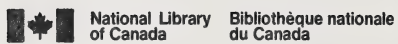
6. Education and Involvement

AADAC
Alberta Alcohol and Drug Abuse Commission
An Agency of the Government of Alberta

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Introduction

Employee assistance programs can encompass programs which promote the well being of all employees. EAPs can make the workplace a place where health is promoted, and where health problems that affect performance receive a constructive response.

Individual productivity is more and more important as companies become more lean and mean. With a shrinking workforce, it becomes harder to hide the nonproductive worker. Supervisors need everyone producing.

Bob Colquhoun
Retired, Canadian National

Educational Activities

Introducing education into the EAP opens the door to a variety of possible topics and projects to attract people's interest. It also creates an opportunity to support and reinforce people's interest in health.

Educational activities are an obvious way to meet the need for health-related information. Education can:

- respond to specific health issues

- promote awareness of ways to approach potential health problems

- introduce new ideas on issues of lifestyle and health

- help to change attitudes toward issues through increased understanding

- provide information that allows people to act with more confidence in making decisions and gaining control of their lives

Establishing educational activities may seem like a big task. Fortunately, there are many organizations including government departments, public health units, addictions agencies, service clubs and the media which can help. Using available resources in the community and in the organization makes providing educational activities easy and low-cost.

Options for Educational Activities

To have an impact, education programs must be relevant to your audience. Surveys, informal discussion groups or advisory committee input can help determine the content of educational activities.

- Educational activities can vary in scope. They can focus on alcohol and other drugs by dealing with topics like responsible drinking, impaired driving and appropriate use of prescription drugs.

- They can take a broader lifestyle perspective. This might include the skills people need to manage their lives and to enjoy themselves without reliance on alcohol and other drugs. These skills relate to: leisure, relationships, problem solving, stress management, etc.

- They can take a broader health development approach that encourages people to adopt a lifestyle which contributes to health. The goal in this approach is to create interest in taking more control of one's life by learning new ways to reduce the likelihood of health problems and make life more challenging and fun.

Here are some topics to consider:

- recognizing alcohol and drug dependence
- alcohol use vs. alcohol abuse
- keeping alcohol in perspective
- alternatives to drinking and driving
- using prescription drugs appropriately
- drug abuse prevention in the family
- taking control of life
- skills for managing life
- developing competence in life and at work
- social anxiety and alcohol
- relationships and health
- mental dimensions of health
- fitness, diet and energy to work and play
- feeling good about ourselves
- handling the pressure
- what health is
- how health affects performance
- social activities–with and without alcohol
- designated drivers at company parties
- smoke-free workplaces

Ideas for Easy Education Programs

- Use films, speakers, and print materials…
  …at noon-hour sessions
  …for evening family programs
  …for informal discussions.

- Prepare articles for publication…
  …as a regular bulletin
  …as a regular column in the company newsletter
  …as mail-home information.

- Inform employees of community efforts that may be of specific interest.

- Place posters and other materials that have positive health messages in strategic places on the worksite.

- Include health-related topics in the staff training program.

- Tape the experience and expertise of people in the company for programming and sharing their experience.

- Maintain pamphlet racks with materials on health topics.

- Invite health-related organizations to set up displays in the workplace.

Organizations Which Support Health

AADAC and other alcohol/drug agencies
Family Service Associations
Public Health Units
YMCA/YWCA
Health and fitness clubs
Recreation clubs
Self-help groups:
    Alcoholics Anonymous (AA)
    Narcotics Anonymous (NA)
    Overeaters Anonymous
    Gamblers Anonymous
    Stop-smoking groups
    Parent groups

Government sources on:
    Mental health
    Safety
    Fitness and nutrition
    Financial planning
    Consumer information

Legal education societies
Film/video libraries (National Film Board)
Marriage and family counsellors
Psychologists
Dieticians
Physicians
Universities and colleges

Societies and associations concerned with health problems:
    Heart and Stroke Foundation
    Lung Association
    Cancer Society

Planning Educational Activities

- Consider and present the topic from the audience's point of view. Their interest and commitment to the issue may be different from the organization's.

- When choosing a method for reaching the audience, consider the ways that they usually get their information. Choose sources they are likely to read, watch or listen to.

- When putting up displays and posters, note and make use of the traffic patterns. Change displays and posters from time to time.

- Provide information that encourages personal action by:
  - focusing on problems to which people can relate
  - presenting material that catches personal interest
  - showing other people of similar lifestyle and interests
  - demonstrating benefits that the audience can appreciate (relevant to their lives)
  - providing information which allows people to do what is necessary to bring about change

- Create a variety of ideas by using different educational tools such as pamphlets, posters, evening programs, paycheque inserts, etc. This ongoing flow of messages creates a sense that the organization is interested in issues related to worker health and well being and brings health issues to the forefront of people's minds.

- Use the educational materials to remind people of the assistance provided by the EAP and to give anyone with a concern the opportunity to get help early.

- Education can be a useful aid in promoting early intervention by creating awareness of early signs of potential problems.

An organization should not underestimate its ability to make a strong contribution through educational efforts. Once again, it is the combined effort of all the people and organizations that are promoting an awareness of health issues that will make the difference. Even an occasional message in the workplace can encourage people to stop for a minute and think about the action they can take to deal with a problem or to take their lifestyle in a more positive direction.

Involvement Activities

What is the difference between learning about health issues and actually getting involved with them? **Involvement is what turns thought into action.**

What is involvement?

- Involvement means going beyond thinking about a problem like impaired driving and deliberately planning steps to keep people from driving home intoxicated after the next company party.

- It means learning new personal health skills for relaxation and fitness and beginning to incorporate them into your life.

- It means firming up your commitment to make life more positive by talking to friends and colleagues and discovering that they share your concerns.

- It means turning an interest in health into participation in the fund raising or programs of a local health agency.

Many workplaces have integrated activities to get people involved with health issues. Some examples that have been successfully introduced into the work environment are:

- blood pressure control programs
- employee physical fitness programs
- nutrition-related activities including introduction of healthy menus in company cafeterias
- stress management programs
- alcohol and drug use programs, i.e., designated driver for social events, social activities with reduced emphasis on drinking, reduction of expense account drinking, etc.
- smoking control and the creation of smoke-free workplaces
- support for the activities of community agencies
- cooperation with support and self-help groups meeting in the workplace

Cooperation and Linking Projects

The EAP is often not the sole sponsor of involvement activities and, in fact, there is much more to be gained through cooperative projects with the social club, the medical department, special committees, or even neighbouring companies or unions. The linking of involvement projects and activities to the EAP can benefit the program and health promotion in the workplace in many ways:

- Issues mean more and are remembered more easily when people actually get involved with them. These kinds of projects draw attention to both health issues and the EAP.

- When groups of people get involved with this kind of project, there is often an important public relations benefit to the EAP because other people notice, and because it can result in articles in the company newsletter or other kinds of promotion.

- People make healthy changes by taking a small step such as going to a seminar or trying a fitness class. As they find some benefit, they are motivated to try other things. In this way, enhancing health becomes a greater interest for the individual.

- These kinds of projects can create a more positive, friendly image for the EAP, making it more approachable for all employees.

Examples of Activities and Projects

- noon walk for relaxation and fitness: Set a time and a meeting place and have maps for pleasant routes of varying lengths.

- a fitness activity that is not too demanding that everyone can enjoy: Arrange group rates at a local fitness or racquet club. Hold fun fitness challenge events.

- good nutrition project: Arrange to have heart-health and low-calorie options highlighted in cafeteria.

- company social events: Make provision for designated drivers, alternative transportation, alternatives to alcoholic beverages, etc.

- self-care strategies: Arrange seminar presentations on such topics as stress management and relaxation, sleeping disorders, care of the back.

- home or family health strategies: Communicate by print or through evening workshops on the topics listed below.
  - solving problems in the family
  - communicating with your adolescent
  - drinking and driving and your teenager
  - modelling healthy behaviour
  - issues for young families such as daycare
  - safety in the home
  - nutrition and diet

- smoke-free work areas: Develop a policy on smoking and designate work areas as smoke-free.

- special projects (company-identified needs):
  - executive refresher weekend
  - life on the road: a series of articles or a workshop for people who travel for the company. Cover such topics as on-the-road fitness, nutrition, jet lag, clothing.

- community activities: Support activities such as National Fitness Week, Weedless Wednesday (stop-smoking day), anti-impaired driving programs. Initiate or support health-related displays such as blood pressure and fitness testing mini-clinics.

Planning Activities for Employee Involvement

- Choose activities that are comfortable and acceptable for the people in your workplace.

- Be realistic about the costs in time, risks and inconvenience, as well as the benefits of participating.

- Suggest a range of possible involvement from easy and short to more demanding.

- Involvement can be an individual or a group effort.

Many of the activities suggested here are very easy to organize and inexpensive for participants. People participate in these activities of their own accord for the fun, relaxation and pleasure of doing them. Some people need a little encouragement, which may come from participating with someone they know. Others will make time because all they have to do is sign up. These initiatives, small as they may be, can move people in a positive direction. When all the small changes are combined, the resulting total effect can be a healthier person, a healthier workplace and a healthier community.

It is important to remember that doing something, and personally experiencing something, are two of the most powerful learning techniques. By involving people in learning about their own capabilities to act and to take control of areas of their lives, the EAP is providing tools which enable people to make changes. These changes, small as they may be, can move people in a more positive direction. When all the small parts are combined, the resulting total effort can be a healthier person, a healthier workplace, a healthier community.

Payoff!

7. Focus on Small Business

7. Focus on Small Business

1

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Introduction

More than half of Canadian workers are employed by small businesses. Owners and managers regularly see that the health and well being of employees directly affect the success of small business. Health means much more than the absence of illness. It also involves the strength and energy people have for their work life, and how that strength and energy can be reduced by personal problems involving family, finances, stress or other issues.

When personal health problems arise and affect the smooth running of a small business, owners and managers put a lot of time and energy into resolving the situation and assisting the employee. In some cases, the most efficient and humanitarian way to help troubled employees is to seek objective advice and get care for them.

This booklet is a practical resource for small business employers who are seeking advice on how to help their employees manage and resolve personal problems. In some cases, these problems may be disrupting staff morale and work performance. In other cases, the employee may just need support and advice on how to solve a problem. The booklet outlines an effective strategy for providing help and support. It also introduces ideas to reduce future problems and contribute to the well being of all members in the workplace.

The Alberta Alcohol and Drug Abuse Commission (AADAC) is making this material available to you. AADAC has been involved in workplace programs for many years. As an organization, AADAC is known as a leader in the provision of care to individuals and families affected by alcohol and/or other drug problems, and as an innovator in prevention efforts.

You and Your Staff

As a manager of a small business you work hard at keeping the business a success. You are responsible for running the business and making a profit, and for supporting the individual contribution of each of your employees. These responsibilities are felt strongly because the people on the payroll are people who depend on you. They may even feel like part of the family.

The people you hire are carefully chosen. They are an important part of your operation. All businesses depend on the quality of their staff and the way they work together. You take time and spend considerable effort to establish good relationships with each of your people. Small business owners and managers, like yourself, are proud of the strong work families they build.

When Things Go Wrong

When a member of your business family has a problem, the trust and friendship between your employees and you can help you work together to solve the problem. You extend a helping hand, lend a listening ear and offer words of encouragement. In this way, you help employees through difficult times. However, if a problem develops that does not respond to these acts of friendship and tolerance, there is a lot of strain put on you and your business. These persistent problems are often related to financial difficulties, legal matters or relationships. These personal difficulties seriously detract from the employee's ability to do his/her job. **Dependence on alcohol or other drugs is one of the most common problems to affect a person's work life.**

The anxiety and strain you feel may be caused by:

- anger: at the employee's behaviour and anger at yourself for not being able to deal with the problem

- guilt: that somehow you have failed the employee, who may also be a friend

- fear: that you might intrude upon or interfere in a friend's or employee's life, and that you may upset the rest of the employees with any action you take

- frustration: in that you don't seem to know what to do, and what you have tried is not working

You want to help but you also have a business to run. An employee with an alcohol or drug problem, or some other serious problem, can make costly mistakes, lose good customers, or affect the morale of other employees. You really have no choice. The employee has to improve his/her performance, and you must take some action. A recommended course of action is to:

- Intervene and offer to assist the individual to get help.

- At the same time, outline to the individual the consequences for not improving job performance.

In this way, you will motivate the troubled employee to accept help and, at the same time, you will address the issue of unsatisfactory job performance.

A Special Concern

For many small businesses the urgency to resolve the problem of an employee may relate to safety. A troubled employee may exhibit behaviours which could compromise the safety of the public, co-workers, self and property. Safety is a major issue when the personal problems are alcohol- or drug-related and motorized vehicles or equipment are involved. Case law in Canada places the onus on the employer to deal immediately and effectively with employees whose alcohol or drug use affects their ability to safely operate vehicles and equipment.

What You Can Do

When you are faced with an employee whose work is suffering and you suspect the reason may involve alcohol or another drug, what is the best thing to do? The following points, which other employers have used successfully, may be useful as a guide:

- Make sure the employee knows what you expect in terms of job performance, behaviour and attendance, and understands any rule your company has with respect to intoxication on the job.

- Be alert to changes in employee job performance and work patterns. Document instances of job performance behaviour and attendance that are beyond or below your expectations.

- Hold a private meeting with the employee as soon as you notice a pattern of change.

The Intervention Meeting

During the meeting you should:

- Tell the employee what you have observed, referring to your documentation if necessary.

- Allow the employee the opportunity to explain the performance problem.

- Explain that, while you value the employee's contribution, the job performance must improve.

- State what improvement you expect and set a reasonable deadline.

- Clearly indicate the consequences if job performance does not improve.

- Tell the employee that, if a personal problem is involved, you are willing to provide support. This support should involve referral to an assessment and treatment agency. Also give the employee other specifics about what support you will give, such as time off work to get help (with or without pay), reduced responsibilities during recovery time, etc.

- Clearly outline the level of confidentiality that will be observed.

- Be ready to make necessary arrangements. Make appointments while the employee is present.

- Arrange for another meeting after the deadline.

- Let the employee know you are confident of his/her abilities to improve and that job security as well as future promotions will not be adversely affected by accepting help.

The decision to accept help must come from the employee.

During the meeting you should not:

- try to diagnose the problem or moralize

- become involved in a discussion of the personal problem, the reason for it, or possible treatment

- be misled or diverted by sympathy-evoking tactics such as excuses, apologies, promises, tears, guilt, etc.

- state any consequences you cannot or will not act upon

Your Business Is Growing

As your small business grows the possibility of having to deal with troubled employees will likely increase. You may wish to plan ahead for this situation so that you are ready if a problem arises.

Following are some steps you may want to take to prepare yourself to deal with future problems that affect performance:

- **Formulate a plan to deal with these problems.** Put your plans in writing. These plans may be briefly stated, or they may be more detailed procedures. Your plan may include a brief statement of policy. Communicate this policy to all your employees, and ensure all new employees are informed. The policy should:

  - Recognize that personal problems can be resolved or treated.

  - Provide for help with assurances that accepting help will not adversely affect the employee's position in the company.

  - State consequences of not improving job performance.

- **Recognize the problems early.** The effort you have put into building your work relationship will help you in many ways:

  - The problem will be noticed early. The earlier the problem is dealt with the better the chance of fast recovery.

  - You all know each other and have genuine desire to help the troubled employee.

  - The employee may see you as a friend and be more willing to accept your concern.

While the closeness of the working group facilitates early recognition, it may discourage early action. In some businesses, as in some families, the members don't want to admit that other members have such problems as alcohol abuse, mental stress or family conflicts.

Some employee problems persist until job deterioration becomes so blatant that an employer is forced to take action. This is often true of alcohol and drug dependence.

- **Motivate the individual to accept help.** The greatest motivation for the troubled employee is the threat of loss of job. It is your role to see that the employees are functioning at an acceptable level. If performance begins to deteriorate, pressure to make changes can result in significant and positive changes. Workplace interventions are among the most effective motivators for people with behavioural problems. Your offer of assessment and access to treatment, while maintaining expectations of improved performance, is perhaps the kindest act. Disciplinary action, such as reduced responsibilities or a cut in pay, is sometimes the motivation the person needs.

- **Provide assessment and referral for treatment.** Make arrangements to have an assessment done. Both private and public agencies can do assessments. The assessment professional may make suggestions for treatment. The telephone directory lists alcohol and drug services. You can also consult with a physician for a lead.

- **Support the employee back at work.** A final important element of your plan is to know what to expect and how to help an employee returning to work. Recognize that the person in treatment goes through significant experiences which may be painful. The person will feel anxious returning to an environment where alcohol or drugs were used to cope with the stresses and strains in the past. The person may be worried about colleagues' reactions.

You and close co-workers can help the employee in many ways:

- You can spend some time acquainting the person with changes that have occurred in the work situation. The employee can be given the opportunity to discuss the job and related feelings.

- Co-workers can take an opportunity to fill their colleague in on the informal events of the workplace. This allows the employee to become reoriented and feel truly back at work.

- Co-workers should behave naturally and continue any routines and social events that are normally part of the workplace environment. It is up to the recovering employee to learn to cope with the stresses of the workplace.

- You should expect a positive change but cannot expect a complete reversal right away. Give the employee time. Problems of a serious nature often take much time and effort to resolve. The fact that a person has undergone some therapy and made some changes does not mean the person is "cured." This is especially true with dependence on alcohol and other drugs.

- You should continue to monitor the employee's job performance. Poor performance may be a symptom of relapse or return to problem behaviour.

More information on relapse and relapse prevention is available from addictions agencies or other social service and treatment facilities in your area.

Other Approaches

The consortium is an employee assistance program established by a group of employers in a given geographical area for their mutual benefit. In this approach, the employers share the expenses and the administrative responsibilities of the program. The services and expenses would be similar to those of a program in a large company. The employers in the consortium can tailor the program to fit specific needs.

Canada's first consortium, the London Employee Assistance Consortium (LEAC), was founded in London, Ontario in 1976 by six companies. The communal, non-profit counselling program offers a range of services and therapy. The Personal Support Network (Fort McMurray) is a non-profit, community-based society providing assessment, referral and follow-up services to any employer who chooses to enrol in the program. The Personal Support Network has an elected board comprising labour representatives and others. A collaborative effort through the local Chamber of Commerce may benefit your business and others in the community.

Other Things You Can Do

The small business workplace can motivate people to think more about taking care of themselves, their families and their co-workers. Here are a few things that might be done:

- Set clear rules against drinking or being intoxicated or hung over during working hours.

- Use your own behaviour as the leader to demonstrate moderation and health-conscious decisions.

- Arrange social events that include activities and non-alcoholic beverage alternatives.

- Take steps against impaired driving. Planning for company parties should stress getting home safely.

- Make some company parties family affairs.

- Make posters and pamphlets on alcohol, drug and health issues available to staff.

- Arrange noon-hour films or talks.

- Arrange evening educational programs for families.

- Recognize that smoking is a serious health problem. Develop policy regarding smoking on the job and establish smoke-free work areas.

- Encourage fitness activities among workers.

Owners and operators of small businesses take their responsibilities seriously. They know that many people depend on them: their own families, their employees and their families, their suppliers and the community in general. Small business people have long been associated with the support of civic and community projects. They are known as the people who get things done. They do things by motivating, showing leadership, planning and solving problems as they arise. The prevention of problems, and the early recognition and treatment of drug and alcohol problems, makes good business sense. It also makes good sense for the community.
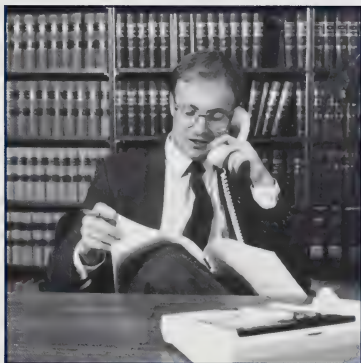
Payoff!

8. Programs for Professionals

Lifelines
Action Programs for Healthy Living

8. Programs for Professionals

AADAC

Alberta Alcohol and Drug Abuse Commission
An Agency of the Government of Alberta

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Introduction

The trend toward supporting health among professional association members is part of a larger trend which is seen daily in the media, in the choices people make for recreation and consumer products, and in the activities of individuals and groups in our communities. This trend is based on rediscovering the value of health and the fact that it is fundamental to enjoying life, and having the capability to manage life and find success at home and at work. This trend recognizes that health means much more than the absence of illness. Health has physical, mental and social dimensions. It has an impact on all areas of life, and it is affected by all areas of life.

Professional organizations who choose to encourage the good health of their employees and members do so because they see an important opportunity to support individual action on health. Supporting health in the workplace is both an honest expression of concern, and a practical recognition of the importance of individual strength to the strength of the profession.

This booklet introduces the concept of professional assistance programs that give the professional association a constructive and helpful way to respond to behavioural health problems. It also encourages looking beyond intervention with problems, to easy and effective contributions that can be made to education and prevention.

Improved health of people in our workplaces and our communities is brought about by cooperation among many organizations within our society. Professional groups have both a benefit to receive through supporting health, and an important role to play in being part of the team of organizations that now work toward promoting health in our communities.

The Alberta Alcohol and Drug Abuse Commission (AADAC) sees itself as an important contributor to this team effort. **Payoff!** emphasizes that alcohol and other drug problems are central to AADAC's mandate, but it also challenges professional associations to consider broader concerns. Specific health issues cannot be dealt with in isolation from the overall health of the individual, or from the degree to which the individual's surroundings either enhance or diminish health.

What Is a Professional Assistance Program?

The basic elements of such a program are not new. They are derived from employee assistance programs (EAPs) developed for business and industry. These programs provide support for activities which promote healthy lifestyles and structured help for troubled employees to deal with personal issues which affect job performance.

Methods for helping troubled employees have evolved over the last 40 years. The early efforts were aimed at identifying late-stage alcoholics. The emphasis has shifted over the years to focus on identifying declining job performance without having to diagnose the cause if unrelated to the work environment, and elements of prevention and self care have been added. Today, the scope of employee assistance programs has increased to include all personal problems that affect job performance. Self referral is encouraged. These programs have been widely adopted by diverse occupational groups. By the 1980s, these programs have expanded to include over half of Fortune 500 companies (Wrich 1980).

In too many instances professionals who do not belong to an association (such as the ones available to pharmacists or physicians) are left out of these programs, and senior level executives are as exposed to the problems of society as any other employee.

Lynn Carson
Employee Relations Manager
Queen Elizabeth II Hospital, Grande Prairie

Why Establish an Assistance Program?

Professional associations are important to their members in ways that go beyond purely professional concerns. One of the trends among professional associations is the development of policies designed to support members when personal health problems affect the performance of their professional duties. This recent trend has gained acceptance and approval by many professional groups for a variety of reasons:

- The professional association is responsible for ensuring that a professional level of service is provided by its members.

- Members experiencing problems may not know how to get help while maintaining confidentiality and the support of colleagues and their professional associations.

- The professional association is responsible for discipline of its membership. Early recognition, assessment and treatment of problems experienced by members may prevent formal proceedings.

- Professions wish to be seen as responsive and progressive in dealing with members whose behaviour may provoke public criticism.

- The establishment of a policy provides clear guidelines for colleagues to support each other.

- Setting a policy and pre-selecting recommended treatment agencies and personnel makes care easily accessible to members.

- While professionals may have some extreme pressures and responsibilities, they also have high motivation to maintain their status or place in the profession.

- The cost of professional liability insurance has increased for many professions and it is prudent to reduce behaviours that can result in costly litigation and insurance settlements.

Professional Assistance Policies

Professional organizations are beginning to develop systematic program models to assist their members. In the past, programs have been initiated by recovered and concerned members from within the profession rather than by the professional association itself.

A sampling of some models developed in the professions follows. Elements of these models may serve as a guide for other program development.

Model Used by Medical and Legal Associations

Programs primarily in the medical and legal professions operate on a continuum of motivation from totally voluntary (the individual freely calls and refers him/herself for treatment) to disciplinary referral by the professional grievance board or licensing board.

These programs have the following elements:

- A coordinating committee, usually called a professional assistance committee, is formed within the professional organization.

- Significant others (family, colleagues, associates, etc.) call the assistance program to ask for help for the professional experiencing problems.

- The program offers crisis intervention and referral assistance to the caller. The program makes no attempt to contact, investigate or motivate the person into treatment.

- The assistance program tells the caller how to arrange a confrontation to motivate the person to treatment.

- A facility where the caller can get in-depth assistance is suggested.

Model Used by Pharmacists

Another approach has been taken by an association of pharmacists. In this approach, troubled members are identified to the registrar of the association in three ways:

- a complaint by employer or spouse (other family member)
- discrepancies in auditing of drugs by the government inspector
- self referral by member

If corrective action is not taken by the troubled pharmacist, suspension from practice is imposed.

- Troubled members are referred to an agency for assessment and treatment. The agency provides treatment services while the association attends specifically to issues relating to suspension of practice and reinstatement.
- In the initial meeting the troubled pharmacist is encouraged to meet with other recovering pharmacists. They offer support and delineate association expectations. Self-help groups are encouraged and are considered an important element of the program.

This approach requires a close and trusting relationship between the professional association and the helping agency.

Model Used by Airlines

Programs using an approach referred to as peer group confrontation have been successfully implemented among airline professionals.

Acknowledging that denial is associated with alcohol and drug abuse, as well as other personal problems causing depression, peer confrontation is used to motivate members into appropriate treatment.

- The organization selects and trains a nucleus of peer leaders to recognize abnormal behaviour caused by alcohol/drug abuse.
- Peer leaders conduct confidential confrontation sessions with the troubled professional.
- The aim of the session(s) is to motivate the colleague to accept appropriate help.

Developing an Assistance Policy

The following steps may be helpful in establishing an assistance plan in your profession:

- **Develop a plan to promote the health of your members.** The plan can include a range of educational opportunities and social activities which will promote the well being of your members.

- **Develop a policy to deal with troubled members.** The needs of professional organizations vary considerably. You know the values and interests of your members and will be the key to developing a program that suits the needs of the members and the organization. Models developed by others and consultants with experience in the EAP field can be very helpful. Most policies provide assessment, referral, treatment and job re-entry support.

- **Encourage early recognition and referral of problems.** Early recognition and referral are the key to the successful solutions of problems. Early self referral is facilitated when the members understand the intent and operation of the program. Establishing and maintaining the profile of the program will help to promote this.

- **Motivate your membership to accept help when needed.** Breaking down the many taboos associated with behavioural health problems is a challenge. Respected members who have experience with some aspect of the problem can be very helpful to others. They will emerge as resources informally. They may also be willing to write articles for newsletters and speak at conferences.

- **Provide for assessment and referral to treatment.** These services are available from well-trained and experienced professionals in many communities.

- **Develop a support system when members return to work.** Many people can and do make significant changes in their lives. A support system makes it easier for the member to return to the work environment and to the stresses that may have contributed to the problem in the first place. Making changes means learning how to handle the same situations in different ways. Support and role models can be very useful.

Thoughts on Prevention

Rather than just dealing with members' problems, associations may also wish to get involved with prevention activities. This is one of the best ways to keep a professional assistance program fresh and dynamic. Prevention activities can be low cost and easy to arrange. In fact, the biggest problem is getting over the initial feeling that prevention is too big to take on.

Remember team work. Many organizations including government departments, public health units, addictions agencies, service clubs and the media are part of the larger effort to prevent alcohol and drug abuse and other types of health problems. All the association has to do is join the team.
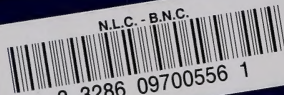
One of the biggest advantages of getting involved with prevention is the vitality it can bring to a professional assistance program. It is important for a program to have ongoing exposure to members, but it can become old news. When you move into prevention, you suddenly have a host of possible topics and projects to attract people's interest. You also have the opportunity to send out a stream of messages to tell people that their organization cares about them.

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